



**DUBLIN
NORTH EAST
INNER CITY**

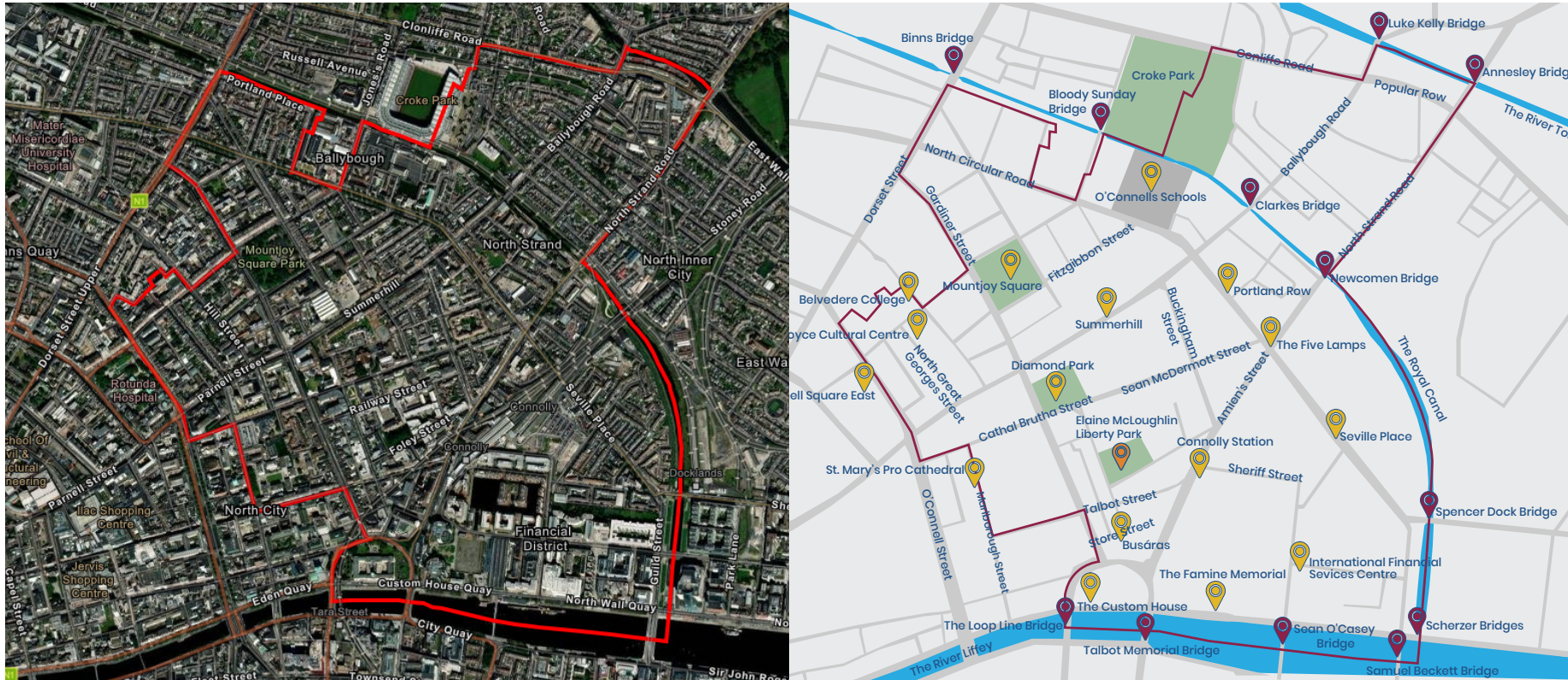


2024 – 2027 STRATEGIC PLAN

**THE SOCIAL
AND ECONOMIC
REGENERATION
OF DUBLIN'S NORTH
EAST INNER CITY**



DUBLIN'S NORTH EAST INNER CITY



Maps outlining the boundary of the North East Inner City. For more information on the North East Inner City map and area see: www.neic.ie

ACKNOWLEDGEMENT: The Chair of the Programme Implementation Board, Jim Gavin, would like to express his sincere thanks to all the Board and Subgroup members, Enda McDonagh, Keiran Barbalich and the support of PwC's Project Management team in developing this strategy and to the representatives of the North Inner City Community Coalition for their continued support and commitment to this Initiative.

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FOREWORD



Mr Jim Gavin, NEIC Chair

Is mór an onóir dom mar Chathaoirleach Neamhspleách ar Bhord Chláir Feidhmiúcháin Lárchathair Bhaile Átha Cliath Thoir Thuaidh ár bPlean Straitéiseach 2024 go 2027 a chur i bhfeidhm.

As the Independent Chair of the North East Inner City (NEIC) Programme Implementation Board (PIB), it is my honour to present our Strategic Plan for 2024 – 2027.

Since the launch of the previous NEIC strategic plan to the present day, there has been a number of significant world events – from a global pandemic which brought the country and world to a standstill, to devastating wars on the eastern border of Europe and in the Middle East. It is fair to say that the world has seen a large amount of change over the past number of years – Ireland, Dublin and the NEIC are no different, and the area has seen and felt the impact of these global events. Indeed, in the intervening period, the population of the area has grown, reflecting a rich cultural and ethnic diversity.

Against this ever-changing backdrop, the NEIC PIB, its Subgroups (SG) and the Community have continued to make significant progress towards its ambition and vision of “making the North East Inner City a safe, attractive and vibrant living and working environment for the community and its families with opportunities for all to lead full lives”.

Our new Strategic Plan 2024 – 2027 is ambitious and builds on the work and momentum generated since the publication of the Mulvey Report¹ in 2017 and previous NEIC Strategic Plan 2020–2023.²

The plan is clear, measurable and time bound, with members of the Board taking the lead on delivering our goals into reality – enhancing community safety, reducing crime, improving community health & wellbeing, enabling social cohesion and community integration, family wellbeing, enhancing the physical landscape and maximising the power of education and help for young people to enter the workforce.

We asked the people of Dublin’s NEIC to share their experiences, their opinions, and their suggestions to help create and shape this strategy for their community. This engagement was vital, and it is clear that a strong community spirit continues to exist in the area. The key attributes that people value about living in the NEIC are its people and the spirit of the people living there, how people support one another, even in challenging times. There have been many challenges but there are so many good things happening in this community too.

¹ <https://merrionstreet.ie/merrionstreet/en/imagelibrary/20170218mulveyreport.pdf>

² Where NEIC Strategic Plan 2020–2023 is referenced: The NEIC Strategic Plan was intended to run from 2020–2022 but was subsequently extended to 2023 due to the impact of Covid 19 pandemic. NEIC Strategic Plan 2020–2022 available on www.neic.ie

In launching this new Strategic Plan 2024 – 2027, the NEIC PIB will drive and deliver projects in the community with clear direction and accountability. The NEIC PIB is steadfast in continuing to provide support to the community and its people and ensuring that sustainable outcomes are achieved for the benefit of all. In addition, the NEIC PIB will support the redevelopment of the O'Connell School's Hall and the Hill Street Family Resource Centre, the development of the National Centre for Research and Remembrance on the former Magdalene Laundry site, the enhancement of Mountjoy Square, Liberty Park and the rejuvenation of Talbot Street, to name a few.

Finally, working collaboratively is essential to the ongoing success of the NEIC Initiative. We will continue to work closely with the North Inner City Local Community Safety Partnership and the newly reconstituted North Inner City Drugs and Alcohol Taskforce. As the Chair of the NEIC PIB, I look forward to continuing on this journey together with this great community, its people, its businesses, Dublin City Council, Government departments and agencies, service providers, and our NEIC Programme Office to achieve our collective goal of creating a brighter future for all in the NEIC of Dublin.

Beir bua agus beannacht.



Jim Gavin
Chair, North East Inner City Programme Implementation Board



Aerial view of Diamond Park

EXECUTIVE SUMMARY



Saint Laurence O'Toole Church, Seville Place, Sheriff Street Lower

At its core, the NEIC Initiative works towards its **vision of making the North East Inner City a safe, attractive and vibrant living and working environment for the community and its families, with opportunities for all to lead full lives.**

Implementation of the Initiative is overseen and driven by the PIB, chaired by an Independent Chair, whose members include representatives from relevant Departments and agencies, business and the local community. The Board works with a range of Subgroups comprising Government departments and agencies, and community representatives. Both the Board and the Subgroups are supported by the NEIC Programme Office.

The NEIC Strategic Plan 2024 – 2027 outlines the strategic objectives which will be implemented for the NEIC up to 2027 and has been developed through the collaborative effort of all stakeholders and, most importantly, the community itself through an online survey, pop-up sessions, and focus groups.

It encompasses the NEIC Initiative's vision and values, the overarching governance structures in place, the key achievements to date, and the priority actions required to achieve the clear, measurable and timebound goals as set out by the NEIC Initiative. A focus will also remain on achieving long-term sustainable outcomes, ensuring the alignment of objectives across the Subgroups, and enhancing cross-team collaboration.



Ladies from Lourdes Day Care Centre playing boules at James Joyce Park

Importantly, the plan builds on the actions and priorities outlined in the Mulvey Report and the Strategic Plan 2020 – 2023. The overarching goals from the previous Strategic Plan have been reviewed and retained with minor amendments:

1. Improve community safety and reduce crime
2. Maximise education, training and employment opportunities
3. Improve supports for children, young people and family wellbeing with a focus on parenting
4. Improve social cohesion and wellbeing in the community; Enhance the physical environment, landscape and cleanliness
5. Improve community health, wellbeing and support people living with and in recovery from drug use

Despite the progress that has been made in the NEIC in recent years, many challenges remain. The Strategic Review provided an opportunity to reflect on the work progressed to date, identify current and available opportunities, and maximise the value of the NEIC Initiative moving forward to 2027. The Strategic Plan 2024 – 2027 sets out five overarching goals and twenty-one strategic objectives with a diverse range of associated actions aimed at improving the lives of the NEIC community.

As a result of the Strategic Review, there has also been a reconfiguration of the Subgroups to ensure a focus on children, young people and families, and to reflect the shifting emphasis and evolution of the programme of work of the NEIC Initiative. The five Subgroups now in place are tasked with advancing the following specific goals:

NEIC GOALS 2024 - 2027



Enhancing Policing

To enhance community safety, reduce crime, and strengthen community confidence in An Garda Síochána.



Maximising Educational, Training, and Employment Opportunities

To support and promote attendance, participation and retention of young people in formal education and increase and enhance employment opportunities for school leavers, improve adult education levels and reduce unemployment rates in the community.



Supporting Children, Young People and Family Wellbeing

Improve supports for children, young people and family wellbeing with a focus on parenting.



Enhancing Community Wellbeing and the Physical Environment

To improve social cohesion and wellbeing in the community; and to enhance the physical environment, landscape and cleanliness.



Improving Community Health, Wellbeing and Recovery

To improve community health, wellbeing and support those living with and recovering from drug use.

INTRODUCTION AND CONTEXT



P-TECH Graduation 2024

3.1 Introduction

The NEIC is a vibrant urban area centred in the heart of Dublin. It is geographically bounded by rivers, canals, and roads: to the east by the Royal Canal and the North Strand Road, to the west by O'Connell Street and Dorset Street, to the north by Clonliffe Road and the River Tolka and to the south by the River Liffey. It has a very strong sense of community, covered in a rich tapestry of history and is delineated by five distinct and overlapping neighbourhoods that form the area we know as the NEIC. It has borne witness to many historical events in Irish history and life and has always been at the vanguard of change.

It encompasses some of Dublin's well-known areas and landmarks such as Summerhill, Seville Place, Sean McDermott Street, Sheriff Street, Portland Row, Ballybough, North Strand, North Great Georges Street, Gardiner Street, and the iconic Five Lamps. These communities have their own unique identity but share a common passion and deep affection for their home – Dublin's NEIC. Visitors to the area will be familiar with the James Joyce Cultural Centre, the Custom House, Abbey Theatre, Croke Park Stadium and its GAA Museum, Mountjoy Square (one of only five Dublin's Georgian squares) and the Famine Memorial on the quays.

Since the publication of the Mulvey Report in 2017, the NEIC area of Dublin has seen significant amounts of change. Mr. Kieran Mulvey was appointed to support the work of the ministerial taskforce for the NEIC by engaging with local community groups, representatives and other interests and reporting back with specific recommendations.

The Mulvey Report, titled 'Creating a Brighter Future', was written in response to a series of gangland murders in the NEIC and underlying socio-economic problems in the area at the time. The report presented a clear vision and plan for the social and economic regeneration of the NEIC and outlined the drivers required for change.

At the time of the Mulvey Report, there were 74 Small Areas³ in the NEIC area of Dublin. Since then, this figure has increased to 91 small areas, largely due to some areas being split into smaller sub-areas for reporting purposes. In addition to this, the overall population of the NEIC (as per CSO census data) has grown significantly from approximately 23,000 people in 2016 to approximately 27,000,⁴ as per the latest Census data from 2022, with likely further unaccounted for growth since that Census report.

The NEIC Initiative recognises the need to tackle new challenges in an ever-changing landscape. For this reason, the Mulvey Report is used as an important starting point in the development of this strategic plan. It is updated to build on what has already been achieved in addition to changes within the area and within the community.

NEIC Strategic Plan 2020 – 2023

In 2019, an Evaluability Assessment of the NEIC Initiative was carried out by 'Just Economics'. Following this assessment, the PIB set out to develop a three-year strategic plan to provide a more structured approach to the delivery of the programme of work.

The strategic plan set out to build on the actions contained in the Mulvey Report and the recommendations contained in the Just Economics report, whilst also ensuring that NEIC initiatives were aligned with the implementation of national policies, such as the

³ Small Areas, first published for Census 2011, were designed as the lowest level of geography for the compilation of statistics in line with data protection guidelines and typically contain between 50 and 200 dwellings. They are generally comprised either of complete townlands or neighbourhoods. <https://www.cso.ie/en/census/census2022/census2022smallareapopulationstatistics/>

⁴ Approximate population figures were extracted from publicly available CSO data as of 2022 by considering geographic boundaries within the NEIC, selecting the most accurate response category, and subsequently rounding figures to the nearest thousand.

National Drug and Alcohol Strategy, and the Sustainable, Inclusive and Empowered Communities Strategy. This plan was intended to run from 2020 – 2022 but was subsequently extended to 2023 due to the impact of the Covid-19 pandemic.

The 2020 – 2023 Strategic Plan set out six overarching goals and seventeen strategic objectives with a diverse range of associated actions aimed at improving the lives of the NEIC community. NEIC Subgroups were tasked with implementing these actions and progressing the seventeen objectives in order to deliver the goals and the overall vision of the NEIC Initiative.

The NEIC remains a complex area with significant clusters of high deprivation and high levels of state emergency accommodation alongside an affluent population. Social and economic disadvantage can prevent people from participating fully in society and can have intergenerational impacts. Notwithstanding the progress that has been made in the NEIC in recent years, many challenges remain. The multiple actions set out in this Strategic Plan are designed to continue to address these, including tackling crime and on-street drug dealing and drug use; increasing access to childcare and education for 0-5yr olds and integration of migrants and minority ethnic communities.



Diamond Park

3.2 NEIC Vision and Values

Vision

Our vision is to make the NEIC **a safe, attractive and vibrant living and working environment for the community and its families with opportunities for all to lead full lives**. This vision is underpinned by

the core values outlined below which have been amended to include programme 'sustainability', following a review by the PIB.

Values

Community

Working together in an inclusive and 'whole community' approach



Integration of Services

Integrating services and connecting to local and national policies and structures



Commitment & Sustainability

Commitment to delivering on promises to create a brighter future and establishing long-term sustainable structures



Pride

Empowering local residents to take ownership of and have pride in their community

Trust

Building a culture of community trust through support, compassion, respect and honesty

3.3 NEIC Goals (2020 – 2023)

Six overarching goals were defined in the NEIC Strategic Plan 2020–2023 as the guiding ambition for the NEIC Initiative and the respective Subgroups. These goals were defined as:

1. To reduce crime
2. To improve addiction and recovery services
3. To maximise education, training and employment opportunities
4. To improve community health and wellbeing
5. To enable social cohesion and community integration
6. To improve the physical environment and landscape

These goals were considered again by the PIB in 2024 as part of the strategic review process and it was agreed that they are still relevant with minor amendments and applicable to the new Strategic Plan 2024 – 2027.

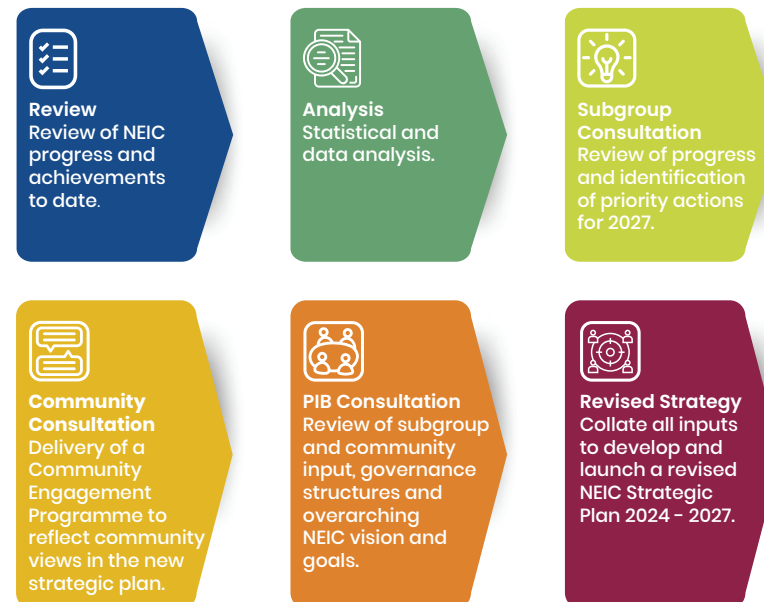
3.4 Strategic Review Process

In 2023, the PIB commenced a process to conduct a strategic review of the NEIC Initiative and the progress made since the launch of the Mulvey Report and the Strategic Plan 2020–2023. This review was to provide an opportunity to reflect on the work progressed to date, identify current and available opportunities, and to maximise the value of the NEIC Initiative going forward to 2027. It also took account of changes in the policy landscape within the NEIC including the establishment of the North Inner City Local Community Safety Partnership in 2021 and the reconstitution of the North Inner City Drugs and Alcohol Taskforce in 2024.

The strategic review process has led to the development of the Strategic Plan 2024 – 2027 which aims to support the delivery of the vision of the NEIC, and to further build on the progress made to date in making the NEIC **a safe, attractive and vibrant living and working environment for the community and its families with opportunities for all to lead full lives.**

The steps below provide a high-level overview of the approach taken to the strategic review and the development of the NEIC Strategic Plan 2024 – 2027:

Steps to develop strategic plan



- » **Review of NEIC progress and achievements to date** – Progress made on the objectives of the Mulvey Report and the objectives of the Strategic Plan 2023 were reviewed and analysed by the PIB, Subgroups and the NEIC Programme Office. Completed tasks were identified, key achievements were highlighted and outstanding commitments yet to be completed were noted for consideration as part of the new strategic plan.
- » **Statistical and data analysis** – Relevant statistical data was gathered and considered as part of the strategic review process. Census data from 2016 was compared against 2022 census data.⁵ Various relevant data points such as population, nationality, employment status, home ownership etc. were tagged into geo-locations and small areas within the NEIC which provided insights for consideration as part of the strategic review.
- » **Subgroup consultation and input** – Each NEIC Subgroup undertook a review of their 2023 action plans and the progress made to date since the last strategic plan was launched. Led by their respective Chairs, the Subgroups also participated in a series of meetings to identify and prioritise what they believed to be the most appropriate actions to be included in the new strategic plan to 2027, having regard to the progress made to date and the challenges remaining in the area.

- » **Community consultation and input** – A Community Engagement Programme (CEP) was approved by PIB, designed and tendered for by the NEIC Programme Office, through Dublin City Council in conjunction with representatives from the North Inner City Community Coalition (NICCC).

Following the public tendering process, a third-party consultancy firm 'M-CO' was appointed as the facilitator to deliver the CEP – the purpose of which was to seek input from NEIC residents and service providers on the new strategic plan for 2027. An online consultation portal was developed and launched, several pop-up survey sessions took place, a service provider workshop was held, along with the delivery of several focus groups with representatives from across the NEIC. An analysis of the findings from the CEP was completed by M-CO and a report was developed highlighting the key themes and insights gained from the community's input. This report was then shared with the PIB and the Subgroups to ensure that the new strategic plan was reflective of the views of the community. In total, the CEP received input from over 400 individuals from the NEIC area. A public summary report for the community was also published. The NEIC Initiative will build on this process as part of its strategic work over the coming years.

⁵ 2022 census data was used as the latest full data set available; however, it is acknowledged at the time of writing that this does not take into account population or contextual changes that have occurred in the area since 2022

- » **Roundtable on addressing on-street drug dealing and drug use in Dublin's NEIC** – The NEIC Initiative in partnership with Maynooth University organised a roundtable session to facilitate a constructive and inclusive discussion on the challenge of drug use and drug dealing in public places in the NEIC. The session involved three groups of participants reflecting policymaker/implementation, community and academic/researchers' perspectives across three themes: Prevention and Early Intervention; Crime and Community Safety; and the Built Environment and Spatial Planning. A Report of the Roundtable discussion was prepared for consideration as part of the strategic review process.
- » **PIB consultation and input** – The NEIC Programme Office supported the PIB to carry out its own review of the progress made since the last strategic plan and to consider the input received from the Subgroups and the community consultation process. The PIB also undertook a review of the broader governance arrangements surrounding the NEIC Initiative and the lessons learned since the launch of the last strategic plan. This included a review of the Subgroup and PIB governance structures, the NEIC vision and values, and the broader governance processes supporting the implementation of the NEIC Initiative. As part of this process the PIB and Programme Office identified their own set of priorities to be implemented going forward.
- » **Development of a Strategic Plan 2024 – 2027** – The NEIC Programme Office developed a strategy for 2024 – 2027 using the inputs received from the Subgroups, community and PIB consultations. This Strategic Plan went through a series of reviews and iterations by Subgroups and PIB before formal approval and sign off ahead of its launch and implementation.



Dancer at the Lunar New Year celebration

NEIC KEY ACHIEVEMENTS TO DATE

In the Mulvey Report, four key actions were highlighted. These included tackling crime and drugs, maximising educational and training opportunities and creating local employment opportunities, creating an integrated system of social services, and improving the

physical landscape. As the NEIC continues to evolve, these goals have been expanded on and incorporated into the development of the 2020 – 2023 and now the 2024 – 2027 strategic plans. Below are some key projects undertaken by the NEIC Initiative marking significant progress to date:

Key NEIC Projects undertaken to date



The achievements of the NEIC Initiative are built on collaboration between government departments and agencies, local business and the community. This approach ensures that the NEIC's budget has been leveraged to maximise the benefits of new programmes, initiatives and targeted interventions for the NEIC.

Below is an overview of key achievements in relation to NEIC Goals 2020 – 2023

NEIC Goal 1: To reduce crime in the area

- » **Community Policing Team:** Over the past 18 months, the team at Store Street Station has more than doubled following the assignment of an additional 2 Sergeants and 8 Gardaí. This increase of personnel reflects AGS's ongoing commitment to meeting the needs of the area.
- » Targeted operations addressing **drug dealing, criminality, and antisocial behaviour** in the Railway Street / Liberty Park area.
- » **Drugs Related Intimidation (DRI) Team** established in the Dublin Metropolitan Region North Central which deals specifically with DRI incidents and works closely with various partners to address the impact of drug-related intimidation.
- » **Antisocial behaviour on Irish Rail, Luas and Bus services.** Positive collaboration between transport providers and the Community Garda team has began.
- » **Divisional Protective Services Unit** established in 2020 has supported the delivery of a consistent and professional approach to the investigation of sexual and domestic crimes. Professional training provided in areas such as sexual crime investigation, child protection, domestic abuse investigation, online child exploitation, and sex offender management.
- » **Domestic, Sexual and Gender Based Violence (DSGBV):** Coordinator appointed in the NEIC to assess community needs, ensure accessible services, and work with the national HSE DSGBV health coordinator to implement the national strategy.
- » **Fitzgibbon Street Garda Station** reopened in 2021 with a strong emphasis on supporting and safeguarding victims of crime. The refurbished building includes a Crime Victim Support Wing with features including interview suites for victims of crimes as well as special rest rooms and a separate entrance for victims.
- » **Law Enforcement Assisted Recovery** team established which supports people who have complex and multiple needs such as addiction, criminality, homelessness and mental health to engage effectively with support services, often for the first time, and to support them towards their personal recovery.
- » **Community Policing:** A strong approach developed with the Community Gardaí engaging and fostering positive relationships with local service providers, youth clubs, schools, and businesses. The Community Garda team can be found attending and participating in many local events.
- » **Educational Bursary** provided to support Gardaí in the NEIC area enhance their professional development and understanding of the socio-economic context.
- » **Ethnic Policing Forum:** Community Gardaí meet with the community to help break down barriers between marginalised migrant communities, and to engage with attendees on matters of crime, citizenship, policing, law and other topics attendees may wish to speak or learn about.
- » **Community Dialogue Initiative** continues to work with young people, youth workers and Gardaí to help foster better relationships.
- » **Garda Youth Awards:** Support provided for this local event which celebrates the outstanding achievements of young people from the community between the ages of 13 and 21 years.
- » **North Inner City Local Community Safety Partnership (LCSP):** Close collaboration by the NEIC Initiative and the Gardaí with the LCSP which was established in 2020.
- » **Drug Related Intimidation & Violence Engagement (DRIVE):** Coordinator appointed for the North Inner City. DRIVE is an interagency project. The key objective of DRIVE is to support victims and build the capacity of communities around Ireland to respond to drug-related intimidation and violence. The NEIC DRIVE project is supported by the national coordinator to ensure knowledge sharing.

NEIC Goal 2: To improve addiction and recovery services in the area

- » **Community Addiction Assessment Hub** with a MDT was established in 2022 in the NEIC to support individuals or family members with concerns regarding drug use or gambling and other behavioural addictions such as gaming and sexual addiction.
- » **Inclusion Health Hub:** In 2019 the HSE opened an inclusion health hub (first of its kind in Ireland) in Summerhill, as a multi-disciplinary clinic providing a unique range of person-centred services to vulnerable service users living in the area.
- » **Mainstream funding** was provided for a healthlink team, a homeless case management team and a residential stabilisation programme.
- » **Mainstream funding** was allocated to establish a community alcohol service based in the NEIC.
- » A programme initiated to prevent and reduce drug-related deaths among high-risk groups, such as people who are homeless and polydrug users.
- » **Careers Edge Programme** to support people in recovery from substance misuse to progress into employment/education. This pre-employment programme looks to promote employment skills & confidence.
- » **Preventing and treating non-fatal Overdoses:** Exploratory study commissioned with the objective of developing strategies for preventing and treating non-fatal overdoses. This initiative underscores the NEIC's commitment to evidence-based approaches in addressing addiction challenges.
- » **Community Capacity Building Project** is working to enhance services and strengthen collaboration for Dual Diagnosis (mental health and substance use issues) in the NEIC.

- » **Anti-Stigma training** is provided to reduce the presence of drug-related stigma in NEIC services so that people with experience of drug use can avail of the services they require in a fair and equal manner.
- » **Recovery Resource Hub:** Funding was provided to establish a hub to enhance addiction recovery services in the NEIC.
- » **Alcohol dependency:** Funding provided for treatment through detoxification and alcohol management protocols, as well as counselling & case management for those seeking support for alcohol misuse.
- » **Recovery Community Conference** held in 2023, this Conference included experts, individuals who use drugs, those in recovery, service providers, and policymakers with a focus on effective strategies, current research, and desired changes in addiction recovery services.



Recovery Community Conference

NEIC Goal 3: To maximise education, training and employment opportunities

- » **NEIC City Connects Programme** operating across the 10 primary schools in the NEIC since 2020. The unique Programme assesses the strengths and needs of every student across areas of academics, social, emotional, behavioural, family and health and refers each individual child to a tailored set of supports and enrichment opportunities.
- » **P-TECH** (Pathway to Technology) programme operating in five post-primary schools in the NEIC. This digital technology education initiative involves a three-way partnership between the schools, higher/further education institutions, and industry partners, and combines post-primary education with elements of further education and work experience.
- » Supported by the NEIC Initiative, stakeholders are working to develop and deliver in September 2024 a **bespoke education progression option for P-TECH** students to gain a Level 8 Digital and Business Skills degree.
- » **School Study Programme:** in place in all six NEIC post-primary schools providing a safe, structured and supportive environment for students to complete class-based assignments, engage in research for project work and prepare for exams.
- » **NEIC Transition Year Work Experience Placement Programme** and **Flash Mentoring Initiative** gives students access to professionals in a career of their choice and can open doors, raise aspirations and awareness, and provide students in NEIC schools with access to and insight into professions and career paths outside their existing network.
- » **Translation Services:** Provided to schools in the NEIC area to support minority ethnic students to remove language barriers.
- » **JumpAGrade:** Financial scholarships are funded for post-primary students from schools in the NEIC to enable them to improve their academic performance.
- » **Educational Bursary:** Provided for teachers in NEIC schools to undertake a bespoke Masters in Education (Special Option Poverty and Social Inclusion in Education).
- » Funding provided to ensure all primary schools in the NEIC can implement Doodle Den, a programme to improve children's literacy.
- » **Children With Additional Needs:** Funding provided to support children who are enrolled in five ASD classes to engage in additional enrichment and therapeutic services across three terms of their school year.
- » **Social Employment Fund:** Posts funded to enhance local services in childcare, youth projects, eldercare, arts, and the environment. 8 of these posts have become permanent and the aim is to make the other 47 permanent also.
- » **Strategy for Adult and Community Education Provision:** Launched to create and strengthen linkages between employment services and adult education providers and to increase the number of adults accessing adult community education.
- » **KICKSTART** programme run in 2023 to develop and harness entrepreneurial and creativity skills of young people (aged 18 – 30) living within the NEIC who have a business idea.
- » **Local Skills Audit:** Work with the Department of Social Protection to ascertain recruitment and skill needs of employers in the NEIC area.
- » **Childcare CPD Financial Training Bursary** in place to support existing childcare workers to progress towards achieving QQI Level 7 and Level 8 Degree in Early Childhood Care & Education.
- » **Career LEAP Programme:** Supports young people who face additional and significant barriers to entering the workforce access training to allow them start a career.

NEIC Goal 4: To improve community health and wellbeing

- » **MDT (children in primary school):** Established alongside the NEIC City Connects Pilot Project to provide dedicated services to the children in 10 primary schools. This offers children direct access to Educational Psychologists, HSE Speech and Language Therapists, Occupational Therapists and a Psychologist.
- » **MDT (from pregnancy to 5yrs old):** Work underway to develop a MDT for children and their parent. Due to be established in 2024, these combined MDT services will provide a seamless service for all children from the antenatal period to 12 years of age in the NEIC with a focus on prevention and early intervention.
- » **Sport, Recreation & Well-being Programme:** Delivered annually in conjunction with schools, after-schools, youth services, families in emergency accommodation, local clubs, and adults.
- » **Healthy Communities Project:** Based in Dublin Inner City Community Coop. It delivers unique community health programmes to tackle health inequalities by building the capacity of the community to address health issues affecting them.
- » **Child Fitness:** Funding provided to promote fitness in children through games, themes and skills for children and families living in emergency accommodation, family hubs, or in places where barriers within the community may be more prevalent.
- » **Parenting Programme:** Supports parents and coordinates services by increasing awareness of available programmes and supports; improving access; promoting inclusivity; and ensures that service gaps are identified and addressed.
- » **Covid & Education:** A coordinated interagency response to ensure families were supported with the sudden closure of schools and services during Covid including activity packs and physical activity equipment were delivered to families.

- » **Trauma Informed Writing Curriculum:** Designed to help participants transform trauma to voice, agency and leadership through story sharing.
- » **Decider Programme:** Provides teachers and practitioners who work with young people with the tools to manage and lower young people's anxiety and stress while improving their ability to manage their behaviour in social environments.
- » **After-Schools:** Funding for afterschool places for children aged 6 – 10 years to ensure they are provided with a hot meal and a fun, safe and educational space with homework support, as well as opportunities to build social skills and participate in recreational programmes.
- » **Fast-track Counselling and Therapeutic Supports Service:** Providing critical supports to children and young people under the age of 18 experiencing mental health and wellbeing difficulties.
- » **Meitheal:** Tusla has developed the Meitheal approach to help children where they may need the support of more than one service and there is a thriving Meitheal in the NEIC.



NEIC St Patricks Day Pageant

NEIC Goal 5: To enable social cohesion and community integration

- » **Intercultural Development Coordinator:** Funded to work with community groups, local organisations and services to harness the potential of diversity and address the unique needs of culturally diverse people in the NEIC. Work is underway to expand and further develop the role to create an Intercultural Inclusion team for the NEIC.
- » **Refugees and Migrants:** Funding provided to support community-based groups to develop culturally appropriate services that meet the needs of refugees and migrants and to improve access and uptake.
- » **Community Festivals:** A large number of events and festivals funded annually to bring the community together, including the Lunar New Year, Hill Street FRC Intercultural Family Fun Day, Crinniú Na nÓg, Africa Day, Five Lamps Arts Festival, SwellFest, the Big Scream Halloween Festival, and Christmas Tree Lighting.
- » **SARI- Football for Unity Festival:** Funding allowed the showcasing of football as an educational tool to promote social inclusion.
- » **Community Arts Programme:** Creates a vibrant, empowered, and inclusive community where everyone from early years to older people have the opportunity to participate in and benefit from the arts.
- » **Restorative Practice:** Implementation to support people to develop skills to build positive relationships, participate in restorative conversations and manage conflict.



Opening of Diamond Park

NEIC Goal 6: To improve the physical environment and landscape

- » **Rutland Street School:** Work has commenced on its redevelopment. It will become a Community Hub which will provide space for a community crèche, youth club, adult education & education programme for early school leavers, a garden and Dublin City Council Area Office, and enterprise space.
- » **Magdalene Laundry:** The NEIC Initiative supports the redevelopment of the former site on Sean McDermott as a National Centre for Research and Remembrance. The new National Centre will make a valuable contribution to the social and economic development of the NEIC, through the provision of social housing units, further and higher educational facilities, and facilities for family and parenting supports.
- » **Diamond Park:** Renovated in 2023 with consultation from the community. The park features new fun playground facilities, open green spaces, shrubs & trees, and new seating areas.

- » **NEIC Greening Strategy:** Is ensuring the area is enhanced with trees, greenery, and open spaces. Areas once covered with concrete have been transformed into ecological habitats with diverse plantings, improving aesthetics and supporting biodiversity across the area.
- » **Responsible Dog Ownership Campaign:** Rolled-out in 2023 with the goal of addressing the issues presented by dog fouling in the area.
- » **Physical Environment:** Improvements to the physical environment include roads resurfacing, public lighting upgrades, social housing redevelopments, upgrade of community facilities, a shop front improvement scheme and street cleansing.
- » **Playgrounds:** Improvements carried out at several playgrounds
- » **St. Mary's Mansions:** Support for the redevelopment of this large housing complex which reopened in 2020, providing high quality social housing to 80 local families and single people.
- » **Sean McDermott Street Swimming Pool:** Supporting the refurbishment and reopening in 2023.



SARI, NEIC Football for unity

NEIC GOVERNANCE



Talbot Street

The Mulvey Report recommended a number of governance structures for the NEIC Initiative. These groups were all tasked to focus on a number of key areas and a set of recommendations to address current and future social and economic challenges in the NEIC.

There are five key components to the governance structure of the NEIC Initiative. These are:

1. The Oversight Group
2. The PIB
3. The Programme Office
4. The Budget Group
5. The Subgroups.

5.1 Governance Review

In 2024, as part of the strategic review process, the PIB undertook to assess the effectiveness of the current governance structures within the NEIC Initiative with the aim of identifying gaps and/or areas where changes could be considered as part of the new Strategic Plan 2024 - 2027. On foot of this assessment, changes have been made to the NEIC values, and Subgroups have been refocused to reflect priority areas for action under the NEIC Initiative. This has led to the number of Subgroups reducing from six to five and Subgroup title updates as seen in the diagram on page 25.

5.2 NEIC Oversight Group

The NEIC Oversight Group is chaired by the Secretary General of the Department of the Taoiseach. Membership of the group is made up of senior officials from various government departments and agencies who are engaged with the work of the NEIC, for example the Department of Taoiseach; Department of Children, Equality, Disability, Integration and Youth; the Department of Public Expenditure and Reform; the Department of Rural and Community Development; the Department of Social Protection; the Department of Education; and the Department of Further and Higher Education, Research, Innovation and Science, to name a few. Members of Dublin City Council; the Office of Public Works, and AGS also sit on the Group. The Independent Chair is accountable, on behalf of PIB, to the Oversight Group and any issue which cannot be resolved within PIB can be referred to the Oversight Group. Officials from the Department of the Taoiseach support the PIB, the Programme Office and the Subgroups to provide ongoing support to the overall NEIC Initiative.



Samuel Beckett Bridge and the IFSC

5.3 NEIC PIB

The purpose of the PIB is to advance the actions set out in the Mulvey Report and to drive implementation of the strategic plan for the NEIC. It is accountable for the expenditure and management of ring-fenced funds available to the Initiative

Led by Independent Chair, Mr. Jim Gavin,⁶ the PIB meets every month and membership is comprised of local community and business representatives along with key Government departments and agencies with statutory responsibility for the delivery of services in the area. Members of the PIB are actively involved in implementation of work and activities supported and approved by PIB.

The PIB is assisted in its work by the NEIC Programme Office, the Budget Group and the Subgroups, further details of which are outlined below. The role of the Subgroups and the Budget Group with regards to funding is to evaluate and make recommendations to the PIB for the allocation of funding. All funding requests are subject to final approval by the PIB who have ultimate responsibility and accountability for the management of NEIC funds.

⁶ Mr. Michael Stone from 2017 to 2023 followed by Mr. Jim Gavin from May 2023 to date

5.4 NEIC Programme Office

The primary focus of the Programme Office is to support the work of the PIB. This includes building strong and effective communications across all channels, shared design of annual community engagement work, funding and administration, and assisting all of the Subgroups as needed. A further comprehensive community engagement process will commence in 2024 to further hear the voices of local people and to increase their engagement in this process. The role of the NEIC Programme Manager is to coordinate and support the successful delivery of the NEIC strategic plan. The Programme Office is staffed by the Department of Social Protection, Dublin City Council and the Department of the Taoiseach.



Aerial view of NEIC & beyond

5.5 NEIC Budget Group

The role of the Budget Group is to evaluate funding proposals set out by the Subgroups and to make recommendations to the PIB for consideration.

The Budget Group, chaired by the Department of the Taoiseach, meets monthly and comprises Subgroup Chairs, a community representative and a representative from the Department of Rural and Community Development.

The Group ensures that funding recommendations observe the overarching core funding principles of the NEIC. Examples of these funding principles, as outlined in the Funding Process & Governance⁷ Procedures, include:

- » **Strategic:** all funded proposals must have a clear connection to the delivery of actions in the NEIC Strategic Plan / Mulvey Report and must be aligned with the NEIC Vision and Values.
- » **Sustainable:** initiatives identified should be sustainable, i.e. there should be the potential to mainstream the initiative if successful.
- » **Measurable:** initiatives should clearly outline (in their application for funding) the metrics / indicators that will be used to measure the outcomes of the initiative and provide detailed feedback to the relevant Subgroup on those outcomes at the end of the funding term and account for their spending.

Where required, the Budget Group may refer funding proposals back to the Subgroups with queries or issues to be addressed before further consideration.

⁷ <https://www.neic.ie/funding-process/funding-process>

5.6 NEIC Subgroups

As part of this Strategic Plan, there are five Subgroups in the NEIC Initiative which are tasked with progressing the priority actions set out in the Mulvey Report and NEIC Strategic Plan. They are:

Subgroup 1 – Enhancing Policing: This Subgroup works to enhance community safety, reduce crime, and strengthen community confidence in An Garda Síochána.

Subgroup 2 – Maximising Educational, Training and Employment Opportunities: This Subgroup works to support and promote attendance, participation and retention of young people in formal education and increase and enhance employment opportunities for school leavers, improve adult education levels and reduce unemployment rates in the community.

Subgroup 3 – Supporting Children, Young People and Family Wellbeing: This new Subgroup will work to Improve supports for children, young people and family wellbeing with a focus on parenting.

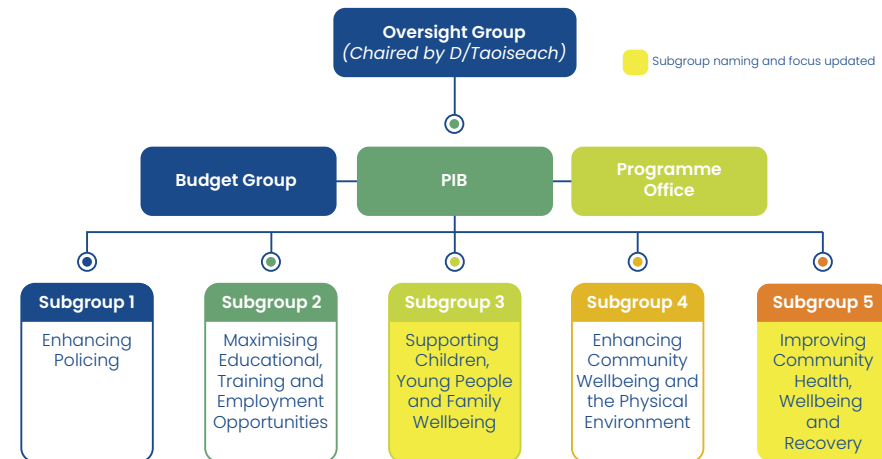
Subgroup 4 – Enhancing Community Wellbeing and the Physical Environment: This Subgroup works to improve social cohesion and wellbeing in the community and to enhance the physical environment, landscape and cleanliness.

Subgroup 5 – Improving Community Health, Wellbeing and Recovery: This Subgroup works to enhance community health, promote wellbeing and improve supports for people living with and in recovery from drug use.

The five Subgroups comprise of key stakeholders from across the community, statutory, business and voluntary sectors, with a member of the PIB selected to chair each Subgroup.

The work undertaken by each Subgroup is varied in nature, scale and complexity, all of which are equally important with regards to achieving the overarching goals of the NEIC Initiative. The Subgroups meet monthly, and members are actively involved in the implementation of activities needed to deliver the NEIC strategic plan.

Subgroups also play a key role in scrutinising funding applications, making recommendations to the Budget Group and PIB for consideration, and maintaining a role in the oversight of the funded activity in line with the overall objectives and strategic plan for the NEIC.



NEIC STRATEGIC PLAN 2024 - 2027



Lunar New Year volunteers

The NEIC Strategic Plan 2024 – 2027 has been developed collaboratively. Each Subgroup has engaged with the community engagement programme to ensure the NEIC community is at the heart of the strategy. Considerable work has been undertaken to ensure all plans are clear and measurable, that they align with the five defined Goals, and that they are underpinned by the NEIC Values. The action plans below outline what each Subgroup plans to achieve for the years 2024 – 2027.

The NEIC area has declined in relative terms when looking at the Pobal Deprivation Index between 2016 and 2022⁸, moving from marginally above average to marginally below average. While the area has seen progress on some indicators such as an increase in the proportion of people in the area with tertiary education, and a

⁸ Pobal deprivation Index www.data.pobal.ie

decline in early school leaving and unemployment, overall, these improvements have been below the rate observed at national level, meaning that the area has fallen further behind in relative terms. The geographic distribution of disadvantage and affluence around the NEIC remains largely the same, with persistently high levels of disadvantage in some areas⁹. This data shows that there is still a significant challenges in tackling disadvantage in the NEIC and the PIB is committed to continuing its work on this.

⁹ It is important to note that caution must be exercised in interpreting changes observed within small area boundaries as this can be due to demographic shifts and is not necessarily a reflection of levels of effectiveness of community or place-based interventions. Recognising that there are a range of factors influencing such changes, direct causation cannot be explicitly determined in relation to these changes.







6. Priority Actions

6.1 SGI Enhancing Policing

Overarching NEIC Goal: To improve community safety and reduce crime.





SGI Objectives for 2027:








1. Deliver integrated community engagement initiatives to strengthen confidence in AGS through community policing.
2. Focus on youth services and interventions to exit young people from the justice system and drive long term crime prevention in the area.
3. Enhance policing services in the community to reduce crime and anti-social behaviour.

#1	Objective 1: Deliver integrated community engagement initiatives to strengthen confidence in AGS through community policing.	Lead Owner	Expected Outcome	Target Completion				
Action				2024	2025	2026	2027	
1.1	Communications: Review communications and feedback loops between the community policing unit and other community services and identify more ways to increase awareness of the positive work being carried out across AGS and services in the area. Formulate a communications strategy that informs continuity of services provided by AGS and the positive work between the community and AGS.	AGS	Better awareness across the community about the successful work of the community policing unit and other community services.					
1.2	Community Engagement: Provide an inclusive and human rights centred policing service that is cognisant of the needs of the changing demographic and cultural community.	LCSP	To create a relaxed, neutral atmosphere, and strengthen relationships within the community.					
1.3	Local Community Safety Partnership (LCSP): Collaborate with the LCSP to build on good working relationships and enhance NEIC community safety.	LCSP	To improve multiagency and community collaboration.					

Key: target date for action completion



#2	Objective 2: Focus on youth services and interventions to exit young people from the justice system and drive long term crime prevention in the area.	Lead Owner	Expected Outcome	Target Completion			
Action				2024	2025	2026	2027
1.4	<p>Multi-Agency Youth Crime Diversion: (a) Continue to strengthen working relationships with Juvenile Liaison Officers (JLO), Young Persons Probation Division and Extern (bail supervision), youth diversion projects and other community-based supports for young people. Conduct continued sharing of knowledge and skills that will keep the children out of the system and/or exit them from the system as soon as possible. Support the new Diamond Youth Justice Project.</p> <p>(b) Support services working with harder to reach young people to exit them from justice systems, using the learnings from the Diamond Justice Team and other support projects in the community. This will identify any service gaps and assist in developing a plan to support any issues raised.</p>	Department of Justice	A strengthened multiagency approach, working together to keep NEIC youth out of the justice system.				
1.5	<p>Youth Engagement: Continue to support and build successful engagement initiatives with young people (e.g. Policing Dialogues) and work closely with youth services and schools to engage more young people in the NEIC community.</p>	LCSP / Youth services	Positive relationships established between young people & An Garda Síochána.				







#3	Objective 3: Enhance policing services in the community to reduce crime and anti-social behaviour	Lead Owner	Expected Outcome	Target Completion			
Action				2024	2025	2026	2027
1.6	CCTV: Ongoing review and installation of additional CCTV cameras in areas of high anti-social behaviour (subject to AGS approval). Work with partner agencies collaboratively to ensure strategic placement and coverage. To ensure best use and maximise benefits and that processes are compatible with Data Protection policies.	DCC	Better prevention / detection and overall reduction of crime in areas of high anti-social behaviour and reassurance for the public about community safety.				
1.7	Business Community: Champion the business watch initiative and support collaboration between AGS, DCC, LCSP and local businesses by enhancing security and cooperation.	LCSP	To strengthen collaboration between local businesses, AGS & DCC.				
1.8	Public Transport: Identify concerns or safety gaps experienced by the community in relation to safety around Public Transport Hubs (LUAS, Dublin Bus, DART, and Irish Rail) and increase visibility of AGS in and around those public transport areas.	LCSP	To reduce safety concerns of the community when using public transport.				
1.9	Drug Related Intimidation: Continue the Drug Related Intimidation Reporting Programme and the DRIVE Initiative, enhancing relationships with the Liaison Inspector. Increase communication and knowledge sharing about the programme across the community including intimidation and grooming of young people. Enhance multi-agency collaboration, including support for health-led initiatives that aim to reduce the harm of addiction within the community and provide alternatives to coercive sanctions.	AGS	To ensure services and community members are aware of the services and supports available from AGS, HSE, and DRIVE.				











6.2 SG2 Maximising Educational, Training and Employment Opportunities






Overarching NEIC Goal: To maximise education, training and employment opportunities.








SG2 Objectives for 2027:

1. Support and promote attendance, participation, and retention of young people in formal education and increase and enhance employment opportunities for school leavers, improve adult education levels and reduce unemployment rates in the community.
2. Ensure maximum synergies and progression across all adult and community education services in the NEIC, both existing and in development.
3. Identify and address barriers to employment in the community for those furthest from the labour market.

#1	Objective 1: Support and promote attendance, participation, and retention of young people in formal education and increase and enhance employment opportunities for school leavers, improve adult education levels and reduce unemployment rates in the community.	Lead Owner	Expected Outcome	Target Completion			
Action				2024	2025	2026	2027
2.1	Transition of 'City Connects' students: In consultation with schools and Tusla Education Support Services, identify any additional supports required for the successful transition of City Connects students in the area from primary to post primary and develop a plan to address gaps and promote retention.	Dept. of Education (D/Ed)	Smooth transition for City Connects students in the area between primary and post primary education.				
2.2	Extension of City Connects: Explore the options, and develop a proposal for, the extension of City Connects into post-primary schools in the NEIC.	D/Ed	Development of proposal.				
2.3	Supporting unemployed young people: Track progress on delivery of the Youth Guarantee in the NEIC to provide young people in the NEIC with a quality offer of education, training, work experience, apprenticeship or employment within 4 months of registering as unemployed.	Dept. of Social Protection (D/SP)	More opportunities for unemployed young people in the area.				

#1	Objective 1: Support and promote attendance, participation, and retention of young people in formal education and increase and enhance employment opportunities for school leavers, improve adult education levels and reduce unemployment rates in the community.	Lead Owner	Expected Outcome	Target Completion			
Action				2024	2025	2026	2027
2.4	School Leavers: In consultation with schools, provide senior cycle students with additional guidance and information about their choices of available courses.	D/Ed, City of Dublin Education and Training Board (CDETB)	School leavers have better awareness and uptake of courses available to them.				
2.5	P-Tech Programme: Progress P-Tech (Digital and Business Skills Degree, "DABS") tertiary programme in partnership with National College of Ireland (NCI) and City of Dublin Education and Training Board (CDETB).	Dept. of Further & Higher Education, Research, Innovation and Science (D/FHERIS)	P-Tech programme is sustainably embedded and available long term to NEIC students.				
2.6	Children with Additional Needs: Map the availability of education provision for children with additional needs in the NEIC and identify where gaps arise, and how these can be addressed.	D/Ed	Education provision mapped.				
#2	Objective 2: Ensure maximum synergies and progression across all adult and community education services in the NEIC, both existing and in development.	Lead Owner	Expected Outcome	Target Completion			
Action				2024	2025	2026	2027
2.7	Strategy for Adult and Community Education (ACE) Provision: Implement all aspects of the ACE strategy for the NEIC.	CDETB	The 'Five Goals for the Future' and expected outcomes of the ACE strategy are successfully delivered.				
2.8	Further Education and Training (FET) Programmes and Higher Education in NEIC: Work in partnership with D/FHERIS and the National Centre for Research and Remembrance (NCRR) Steering Group on delivery of level 8 courses on-site in NCRR and to develop the vision and strategy for the delivery of FET programmes in the NEIC. Ensure plans for FET provision reflect current needs via ACE Forum inputs.	CDETB, D/FHERIS	FET programmes provided in the area are aligned to the broader ACE strategy and reflective of the needs in the area.				

#2	Objective 2: Ensure maximum synergies and progression across all adult and community education services in the NEIC, both existing and in development.	Lead Owner	Expected Outcome	Target Completion			
Action				2024	2025	2026	2027
2.9	Tertiary Education: Work in partnership with all tertiary education providers in the area to support NEIC students with access and progression to Higher Education and build links for progression of students from CDETБ funded programmes and FET College Cathal Brugha St.	D/FHERIS/ CDETБ	Better support provided to NEIC students trying to access higher education.	—————			
#3	Objective 3: Identify and address barriers to employment in the community for those furthest from the labour market.	Lead Owner	Expected Outcome	Target Completion			
Action				2024	2025	2026	2027
2.10	Unemployment Supports: Ensure training supports for the unemployed in the NEIC are tailored and targeted according to categories of need in the area.	D/SP	Assessment of barriers and review of existing provision will facilitate identification of supports required to address needs.	—————			
2.11	Employability & Job-Seeking Skills Programmes: Provide accredited and non-accredited employability and job-seeking skills programmes.	D/SP	Delivery of wide range of FET and employment services to better support those who are furthest from the Labour Market.				
2.12	Link ACE providers and Employment Services: Strengthen linkages between employment services and Adult and Community Education providers.	D/SP, CDETБ, Community Sector	Better links between employment services and ACE providers to facilitate engagement with NEETs and progression from FET to employment.	—————			
2.13	Local Employers: Strengthen links with local employers to promote recruitment of local jobseekers.	D/SP	Increased take up of local employment opportunities by local jobseekers.	—————			



#3	Objective 3: Identify and address barriers to employment in the community for those furthest from the labour market.	Lead Owner	Expected Outcome	Target Completion			
Action				2024	2025	2026	2027
2.14	Build capacity of service providers: Invest in the Continuous Professional Development of service providers (tutors and employment services team) to enhance their awareness of the challenges facing those who are furthest from the Labour Market and build the capacity to better respond to those challenges.	D/SP & CDETB	Improved awareness by service providers of the challenges faced by customers who are furthest from the Labour Market and capacity to respond more appropriately.				
2.15	Community Employment (CE) Programme: Engage with relevant stakeholders to explore the reasons for the difficulty in filling some CE vacancies in the area; identify potential solutions, and opportunities to provide additional support to participants to improve their progression to employment on completion of the placement.	D/SP, CE Sponsors	Improvement in filling CE vacancies and progression of participants into employment on completion.				
2.16	Social Enterprise/Social Economy: Further explore opportunities to support social enterprise and the social economy in the NEIC.	Programme Office, Community	Identification of further opportunities for social enterprise in the NEIC.				
2.17	Social Employment Fund (SEF): Building on successful mainstreaming of 8 SEF eldercare posts with the HSE, progress sustainable funding for remaining SEF posts with relevant Departments and Agencies.	Programme Office	Successful mainstreaming of remaining 47 posts.				





6.3 SG3 Supporting Children, Young People and Family Wellbeing





Overarching NEIC Goal: Improve supports for children, young people and family wellbeing with a focus on parenting.





SG3 Objectives for 2027:

1. Devise a fresh approach to provide a continuum of services for children and young people in the area to enable wider access and participation in services.
2. Ensure the provision of adequate children's services; prevention, early intervention, and specialist, across the NEIC.
3. Provide meaningful, relevant and needs led parenting supports to ensure that every parent or guardian in the NEIC feels supported.
4. Ensure that the Meitheal process is working for all families in the NEIC and seek additional resources, as required.
5. Improve child and youth health (i.e. mental health and wellbeing) through the enhanced provision of universal services and targeted interventions.
6. Improve alignment of statutory and non-statutory agencies and bodies providing services and supports to people living in the NEIC.

#1	Objective 1: Devise a fresh approach to provide a continuum of services for children and young people in the area to enable wider access and participation in services.	Lead Owner	Expected Outcome	Target Completion			
Action				2024	2025	2026	2027
3.1	Continuum of Services: Develop a project plan to demonstrate a new model, and provide facilities for a continuum of services for children and young people in the area.	DCEDIY	Development of plan to build on the services available and develop new services in relation to the changing needs arising.				

#1	Objective 1: Devise a fresh approach to provide a continuum of services for children and young people in the area to enable wider access and participation in services.	Lead Owner	Expected Outcome	Target Completion			
Action				2024	2025	2026	2027
3.2	Youth Work and Youth Services: Develop a strategic plan for Youth Work and Youth Services in the area.	DCEDIY	Development of plan in relation to working with NEIC young people and Youth Services across the NEIC and identifying new diverse programmes to give options to all young people across the NEIC.				
#2	Objective 2: Ensure the provision of adequate children's services; prevention, early intervention, and specialist, across the NEIC.	Lead Owner	Expected Outcome	Target Completion			
Action				2024	2025	2026	2027
3.3	Funding and Income Streams: Map funding of state and philanthropic income streams and barriers to achieve effective and inclusive provision of services for children and families.	Tusla	To ensure we have an updated picture of the delivery of children's services in the area and gaps in same. To ensure that the barriers are understood, so we can advocate for change.				

#3	Objective 3: Provide meaningful, relevant and needs led parenting supports to ensure that every parent or guardian in the NEIC feels supported.	Lead Owner	Expected Outcome	Target Completion			
Action				2024	2025	2026	2027
3.4	Parenting Support Programme: Continue to support parents or guardians in the NEIC through relevant, empowering and engaging Parenting Support Programmes. Evaluate the NEIC Parenting Support Programme and identify appropriate and 'best-fit' parental support pathways for a diverse range of parents or guardians living in the NEIC. Implement a pilot flexible respite support programme for parents or guardians. Evaluate feedback from new families attending services to assess the value and outcomes of the supports. Support services to develop strategies that enable better engagement of parents or guardians. Ensure Parenting Support Coordinators attend the NEIC SG3 meeting every 3 months to provide an update on the Parenting Support Programme. Continue to support the community response to Domestic, Sexual & Gender Based Violence.	Early Learning Initiative (ELI)	Parents within the NEIC feel supported and are utilising the parenting services available to them.	 			
#4	Objective 4: Ensure that the Meitheal process is working for all families in the NEIC and seek additional resources, as required.	Lead Owner	Expected Outcome	Target Completion			
Action				2024	2025	2026	2027
3.5	Meitheal: Continue to implement the Meitheal approach in the NEIC to ensure that the needs of children and their families are effectively identified, understood, and responded to in a timely way, and that children and families get the help and support needed to improve children's outcomes and realise their rights. Enhance the outcome from Meitheal through the proactive commitment of all relevant statutory services to respond to multi-agency requests for family supports. Continue to identify and resource specific Meitheal Plus interventions for children and their families for whom existing Meitheal structures and processes do not meet their needs. Conduct continued monitoring and reporting to PIB to ensure that the needs of children and their families are effectively identified, understood, and responded to in a timely manner. Target Meitheal training and engagement for early years educators and school age childcare practitioners.	Tusla	Parents and practitioners work together effectively to achieve a better life for the child.	 			


#5	Objective 5: Improve child and youth health (i.e. mental health and wellbeing), through the enhanced provision of universal services and targeted interventions.	Lead Owner	Expected Outcome	Target Completion			
Action				2024	2025	2026	2027
3.6	Child and Youth Mental Health Wellbeing: Work closely with Child and Youth Mental Health Wellbeing services, ensuring that national initiatives are leveraged successfully and implemented in the NEIC area (e.g. Integrated School Care Teams). Monitor engagement with Child and Youth Mental Health services to address gaps that have been identified through Objective 2. Raise awareness of all child and youth mental health initiatives. Build a trauma informed, resilient and restorative community by incorporating existing and emerging practices, within the NEIC and deliver a series of Trauma Informed Practice training sessions for youth services in the area. Identify and support the implementation of existing or emerging practices (e.g. infant mental health, critical incident group, nonviolent resistance training, and adverse childhood experiences (ACES) awareness) among Statutory and Community services etc.	HSE	Provision of timely high quality assessment and treatment of mental health difficulties for children and young people in the NEIC.	 			
#6	Objective 6: Improve alignment of statutory and non-statutory agencies and bodies providing services and supports to people living in the NEIC.	Lead Owner	Expected Outcome	Target Completion			
Action				2024	2025	2026	2027
3.7	Out of School Activities: Develop a pilot for out of school clubs and activities for primary school children aged 4 to 9. A consideration of this could include the provision of subsidies for children to attend out-of-school activities and clubs in addition to supports for the establishment of clubs for this age group.	YPAR	Increased number of children aged 4 to 9 from the NEIC taking part in out-of-school recreation and clubs.	 			

6.4 SG4 Improving Community Wellbeing and the Physical Environment







Overarching NEIC Goal: Improve social cohesion and wellbeing in the community; and enhance the physical environment, landscape and cleanliness.







SG4 Objectives for 2027:

1. Advance the Greening Strategy within the NEIC.
2. Support the completion of the Rutland Street School Redevelopment.
3. Increase engagement through sports, community, arts and cultural initiatives.
4. Conduct public realm enhancements.
5. Enhance community infrastructure.
6. Identify existing and emerging spaces for areas of need determined by NEIC PIB.

#1	Objective 1: Advance the Greening Strategy within the NEIC.	Lead Owner	Expected Outcome	Target Completion			
Action				2024	2025	2026	2027
4.1	Greening Programme: Progress Phase 3 of the Greening Strategy within the NEIC, implementing further greening and planting zones in targeted areas. The Programme will be delivered with targeted biodiversity and SUDS initiatives (Sustainable Urban Drainage Systems). Identify pocket locations within the NEIC suitable for greening and engage with the local community to support the delivery of greening areas. Review sustainability options within the greening programme with recycling resources, e.g. the use of construction and demolition waste in parks construction, the composting of green waste and the avoidance of the use of peat in horticultural practices. Identify locations for greening infrastructure within the NEIC to mitigate problems associated with Climate Change. Examples include living walls, green roofs, rain gardens and permeable paving.	DCC	More attractive and vibrant streets in the NEIC.				

#1	Objective 1: Advance the Green Strategy within the NEIC.	Lead Owner	Expected Outcome	Target Completion				
Action				2024	2025	2026	2027	
4.2	Liberty Park Redevelopment: Advance the Liberty Park redevelopment design phase and progress to statutory Part 8 Planning Process. Engage and consult with relevant stakeholders during planning and redevelopment stages of the project. Official launch to be held to reopen the park following redevelopment. Interim initiatives to improve park features to be completed during the design phase, including calisthenics and sensory equipment, sporting and wellness events and community led activities. Establish a communications strategy highlighting the improvements made to the park.	DCC	A safe and vibrant outdoor space for the community. Part 8 Statutory Process Followed with Public Consultation. Communications Plan in place and delivered clearly to the community.					
4.3	Mountjoy Square: Advance Mountjoy Square Park design phase and progress statutory Part 8 Planning Process in collaboration with relevant stakeholders. Redevelopment plans will be developed subject to consideration of existing statutory Dublin City Council Development Plan objectives for the Park.	DCC	A safe and vibrant outdoor space for the community.					
4.4	Royal Canal Outdoor Fitness Zones: Develop outdoor zones for exercise along the Royal Canal Phase 3 with outdoor fitness equipment with additional green spaces. Provide support and training programmes in collaboration with Calisthenics Ireland. Review the options for outdoor seating/alternative use spaces along the canal route.	DCC	Safe areas for NEIC residents to exercise.					
#2	Objective 2: Support the completion of the Rutland Street School Redevelopment.	Lead Owner	Expected Outcome	Target Completion				
Action				2024	2025	2026	2027	
4.5	Rutland Street School Redevelopment: Renovation and redevelopment of the Rutland Street School, once completed, will provide a new civic hub for the NEIC. The project will provide accommodation for existing and new users within the community to form a vibrant Community Hub including offices, childcare services, community gardens, exhibition space and a community cafe. A management board will be formed with responsibility to oversee management, finances, and quality. The Board will also establish the strategic direction, build community relationships, establish ethical standards, values, and compliance.	DCC	Governance structure in place with synergy of services.					

#3	Objective 3: Increase engagement through sports, community, arts and cultural initiatives.	Lead Owner	Expected Outcome	Target Completion				
Action				2024	2025	2026	2027	
4.6	Community Development and Cultural Initiatives: Deliver Seasonal / Occasional Community Events, including new Cultural Tours integrating historical knowledge and modern technology. Facilitate the development of networks with social enterprise and business networks and local communities Promote annual city neighbourhood awards with special awards for new innovative communities. Intercultural Team appointed and priorities implemented. Groups developed within migrant and minority ethnic community. Build Capacity within existing and new communities through community development supports, establishing a range of joint initiatives. Conduct an annual evaluation of sports, community, arts and cultural initiatives and programmes.	DCC	A closer community and pride in the NEIC community.					
4.7	Community Arts: Establish an Early Years Arts Programme and an Older Persons Arts Creative Programme. Deliver Creative Arts Programmes in emergency accommodation sites. Celebration event will be conducted as part of the of Community Arts programmes. Engage with the Community Arts Coordinator. Host two Artist Networking events. Review and implement relevant ULI panel report recommendations on Arts in the NEIC. Develop relationships and build network links to local art institutions and the community.	Community Arts Programme Co-Ordinator	An NEIC Community Arts programme which is developmental, community led and works toward the creation of an arts district vision as a catalyst for transforming the area.					
4.8	Sports and Wellness Programmes: Develop a monthly programme of sports & wellness activities using local community centres and outdoor spaces. Conduct a needs assessment to develop sports & wellness programmes to address gaps and develop targeted early intervention programming for at risk groups. Provide targeted sports plans for older persons and other recognised groups. Community engagement to develop future needs based sports and wellness programmes.	DCC	Community engaged to develop targeted sports and wellness programmes.					

#4	Objective 4: Conduct public realm enhancements.	Lead Owner	Expected Outcome	Target Completion			
Action				2024	2025	2026	2027
4.9	<p>Programmes Delivered to Improve the Area as a Whole: Advance Five Lamps section of Public Realm Plan to implementation stage with relevant stakeholders. Identify and cost new projects for public realm improvements. Conduct Talbot Street redevelopment to enhance the corridor from NEIC to City Centre from Connolly Bus Station. Seek expressions of interest for community proposals supporting the circular economy. Engage with relevant stakeholders to create public realm linkage between the new National Centre for Research and Remembrance (NCRR) and Rutland Street School Community Hub. Review areas for public seating and teen spaces.</p> <p>Waste Management Objectives: Progress review of Waste Management enforcement legislation within DCC led working group. Identify initiatives under Circular Economy. Trial initiatives to reduce dog fouling on the streets. Promote waste management awareness and education action plan for the area with environmental information through schools, youth centres, community gatherings and other groupings as appropriate.</p> <p>Wayfinding Signage: Develop and support local identity through wayfinding in the area following identification of what areas lack clear signage. Identify locations and structures within the NEIC to enhance cultural and historical landmarks for the benefit of community pride in collaboration with relevant stakeholders.</p>	DCC	A cleaner NEIC that is easy to navigate.	 			
#5	Objective 5: Enhance community infrastructure.	Lead Owner	Expected Outcome	Target Completion			
Action				2024	2025	2026	2027
4.10	<p>Infrastructure Projects: Support development of community and arts infrastructure projects aligned with appropriate subgroup responsibilities and in accordance with ULI Panel report recommendations. Support development of Third Space opportunities within the NEIC.</p>	DCC	Improved standard of community and arts infrastructure. Third Spaces available for social integration.	 			
#6	Objective 6: Identify existing and emerging spaces for areas of need determined by NEIC PIB.	Lead Owner	Expected Outcome	Target Completion			
Action				2024	2025	2026	2027
4.11	<p>Premises Identification: Identify potential premises which can be used for the delivery of early learning and childcare services, family support services, youth services, recreation for children and for use by community and voluntary groups.</p>	DCC	Identification of premises to be used for services of benefit to the community.	 			












6.5 SG5 Improving community health, wellbeing and recovery










Overarching NEIC Goal: Improve community health & wellbeing and support people living with and in recovery from drug use.













SG5 Objectives for 2027:




1. Enhance Community Health Services within the NEIC.
2. Promote public health and wellbeing.
3. Improve supports for people living with and in recovery from drug use.

#1	Objective 1: Enhance Community Health Services within the NEIC.	Lead Owner	Expected Outcome	Target Completion			
Action				2024	2025	2026	2027
5.1	Undertake a Community Health Needs Assessment: Undertake a community health needs assessment (HNA) by profiling the population within the community using available data and new data collection. The profile will feature population demography, health status, health needs and assets and assess evidence regarding possible interventions. This work will identify priority areas for community health.	HSE Dublin and North East	Health interventions that are specific to the population needs of the NEIC, leading to improved health status in the area.				
5.2	Develop a Community Health Hub: Develop a front facing Community Health Hub in the NEIC which will promote health literacy, signpost to services and supports and be a drop-in space with the community to support and improve their health and wellbeing.	HSE Dublin and North East	A welcoming, inclusive, and safe space to seek advice, support, facilitation of onward referrals and access to community health and wellbeing services. Improved community interaction and engagement with their own health.				
5.3	Improve access to healthcare services for refugees and migrants: Using the HNA as an indicator, implement solutions to barriers to healthcare for refugees & migrants and deliver services specific to their needs.	HSE Dublin and North East	Greater access to and quality of health services for refugees and migrants in NEIC.				

#1	Objective 1: Enhance Community Health Services within the NEIC.	Lead Owner	Expected Outcome	Target Completion				
Action				2024	2025	2026	2027	
5.4	Develop a Community Health Champions model: Recruit and establish a Community of Health Champions (CHCs) to actively engage, support and empower members of the community to address their own health and wellbeing, signposting supports available while gaining work experience and skills. CHCs will be recruited via Community Employment Schemes and local volunteer programmes. Collaborate with the CDETB to develop a QQI level 3 training programme, provide and support on-going CPD and training needs.	HSE Dublin and North East	Employment opportunities for NEIC residents and improvement of community health and wellbeing.					
5.5	Access to Health Services: Review the effectiveness of the health navigator project and consider next steps for people involved in the criminal justice system (ex-prisoners & probation).	HSE Dublin and North East/ Probation Service	Continuity of care on release from prison.					
5.6	Support the Infant Health Programme: Continue to support the establishment and roll-out of the multi-disciplinary team for 0-5 year olds. Evaluate and seek long-term funding for wrap-around service of support to children, families and early years providers. In consultation with action 3.1.	HSE Dublin and North East	Maximise positive emotional development and reduce environmental and neurological risk.					
#2	Objective 2: Promote Public Health and Wellbeing.	Lead Owner	Expected Outcome	Target Completion				
Action				2024	2025	2026	2027	
5.7	Develop Health Literacy Coalition: Establish an inter-agency working group to increase awareness of health literacy and to develop a plan to promote health literacy in healthcare settings and among service users.	HSE Dublin and North East, Dublin City Co-Op	A more informed and empowered health population.					
5.8	Undertake a Food Poverty Needs Assessment: Map existing programmes and practices across different communities and housing types across the NEIC. Develop a sustainable, staged model of interventions planned and delivered to support those most at risk of food poverty.	HSE Dublin and North East	Reduction in food poverty in the NEIC.					
5.9	Increase Involvement in Physical Activities: Promote the value of physical activities for physical and mental health. Develop integrated referral pathways for health service users. Signpost appropriate physical activities or groups operating in the NEIC.	HSE Dublin and North East, Dublin City Co-Op	Improved health status and fitness of NEIC residents.					

#2	Objective 2: Promote Public Health and Wellbeing.	Lead Owner	Expected Outcome	Target Completion			
Action				2024	2025	2026	2027
5.10	Promote Prevention and Early Intervention Health Initiative: Coordinate and enhance prevention and early intervention healthcare services for children at risk of poverty and social exclusion, including the HSE 0–5 MDT, The Lynn Clinic (Children’s Health Ireland), HSE Social Inclusion Roma Health Team, Migrant Health Team, Homeless Health Team and Social Inclusion Public Health Nursing Team, Health and Wellbeing, and Community & Voluntary Partners. Promote the value of healthy lifestyle behaviours from antenatal period throughout childhood and adolescence. In consultation with action 3.1.	HSE Dublin and North East	Improved health status of children in poverty. Healthy lifestyle behaviours among children.				
5.11	Enhance Vaccine Uptake: Enhance uptake of vaccination programme and cancer prevention campaigns. Run information campaigns to address vaccine misinformation and hesitancy and to promote cancer awareness.	HSE Dublin and North East	Improved health status and reduced risk of preventable disease.				
#3	Objective 3: Improve supports for people living with and in recovery from drug use.	Lead Owner	Expected Outcome	Target Completion			
Action				2024	2025	2026	2027
5.12	Enhance Health Services for People who use Drugs: Engage with and support the Dublin North Inner City Drug and Alcohol Task Force to enhance health services for people who use drugs.	NICDATF	Improved network and consolidation of resources.				
5.13	Develop a Lived and Living Experience Recovery Organisation (LERO): The recovery community will be delivered online and in-person with individual and group meetings. Peer to peer support groups will be facilitated, providing mentoring from those with lived and living experience of addiction. Family support will be provided through connecting the families of those suffering with addiction to those with lived and living experience of a family member in addiction for support.	Recovery Academy of Ireland	Opportunities for people to develop as a person, to access education and employment, to rebuild family relationships and to have a place to live.				
5.14	Develop a Recovery Hub: Develop a visible, physical location for recovery services in the NEIC in conjunction with the existing recovery hub in the north inner city.	Soilse	One roof for LERO in-person sessions, Recovery Network Meetings, and all other addiction services.				

#3	Objective 3: Improve supports for people living with and in recovery from drug use.	Lead Owner	Expected Outcome	Target Completion			
				2024	2025	2026	2027
Action							
5.15	Assess Recovery Capital: Map the level of recovery capital to establish current resources available in the NEIC, the gaps in current resources, and the services that will need to be developed. Expand services where there are gaps.	HSE Dublin and North East	Better utilisation of resources and those in recovery gaining access to the resources they need.				
5.16	Identify Recovery Housing Options to Support People Post Treatment: Support housing for people in recovery once recovery capital is aligned. Utilise the Housing First programme components.	HSE Dublin and North East	Housing for people in recovery.				
5.17	Establish Recovery Employment Support Role and Career Pathways: Develop Recovery Employment Support role to initiate engagement with local charities and employers to create employment opportunities and training programs tailored to the needs of individuals in recovery.	Liffey Area Partnership	Increased access to tailored employment support services for individuals in recovery, leading to improved employment outcomes and sustained recovery.				
5.18	Formalise Relationships with Drug Courts and Local Criminal Justice Stakeholders: Once drivers of recidivism and legal barriers for those in recovery are established, develop strategies/programmes to address these issues in collaboration with drug courts and local criminal justice stakeholders.	Court Services	Better outcomes for those in recovery.				
5.19	Develop a Collegiate Programme with a Third Level Institution: Support people in third level education to maintain and build recovery by developing a collegiate programme with a third level institution.	Recovery Academy of Ireland	Increased awareness of addiction and the needs of those in addiction/recovery.				
5.20	Set Key Metrics for the 3-year Recovery Community Objective: Commission a longitudinal action research project to set key metrics for the 3-Year Recovery Community Objective. Define the scope of the project to develop key performance indicators for the Recovery Community project. Regularly review progress and adjust metrics as necessary.	SG5	The ability to measure the success of the Recovery Community Project.				

#3	Objective 3: Improve supports for people living with and in recovery from drug use.	Lead Owner	Expected Outcome	Target Completion			
Action				2024	2025	2026	2027
5.21	Enhance Family Support Services: Develop an evidence-based programme to foster relationships between individuals in recovery and their families.	HSE Dublin and North East	Better familial understanding of recovery and needs, as well as rebuilt relationships.	—			
5.22	Tackling Stigma: Tackle stigma at individual and structural levels and reframe services to be more person-led. Review impact of previous anti-stigma training on individuals and organisations. Consider further training programs to reduce stigma and promote person-led services.	SAOL	Person-led services and reduction in stigma.	—			
5.23	Participate as a Pilot Site for Recovery Capital: Participate as a pilot site for the development and evaluation of a frontline workers toolkit and good practice guidelines for recovery capital. The research project will provide co-designed tools for work regarding recovery capital. It will raise awareness of recovery and agree sectoral standards and guidelines for recovery promotion and support.	HSE Dublin and North East	Better outcomes for those in recovery.	—			

APPENDIX

7.1 Key Terms

1	ACE	Adult Community Education
2	ACES	Adverse Childhood Experiences
3	AGS	An Garda Síochána
4	CAB	Criminal Assets Bureau
5	CBT	Cognitive Behavioural Therapy
6	CDETB	City of Dublin Education and Training Board
7	CE	Community Employment
8	CEP	Community Engagement Programme
9	CHC	Community Health Champions
10	CNG	Community Network Group
11	CPD	Continuing Professional Development
12	CSO	Central Statistics Office
13	D/Ed	Dept. of Education
14	D/FHERIS	Dept. of Further & Higher Education, Research, Innovation and Science
15	D/SP	Dept. of Social Protection
16	DABS	Digital and Business Skills Degree
17	DALC	Dublin Adult Learning Centre
18	DCC	Dublin City Council

19	DoH	Dept. of Health
20	DRI	Drug Related Intimidation
21	DRIVE	Drug Related Intimidation & Violence Engagement
22	DSGBV	Domestic, Sexual and Gender Based Violence
23	ELI	Early Learning Initiative
24	EYEC	Early Years Education Centre
25	FET	Further Education and Training
26	HNA	Health Needs Assessment
27	HSE	Health Service Executive
28	IPS	Individual Placement and Support
29	JLO	Juvenile Liaison Officers
30	LAES	Local Area Employment Service
31	LCSP	Local Community Safety Partnership
32	LEAP	Local Employment Action Partnership
33	LERO	Lived and living experience Recovery Organisation
34	MDT	Multi-Disciplinary Team
35	NALA	National Adult Literacy Agency

36	NCI	National College of Ireland
37	NCRR	National Centre for Research and Remembrance
38	NEET	Not in Education, Employment, or Training
39	NEIC	North East Inner City
40	NICCC	North Inner City Community Coalition
41	NICDATF	North Inner City Drug and Alcohol Taskforce
42	P-Tech	Pathway to Technology
43	PIB	Programme Implementation Board
44	SARI	Sport Against Racism Ireland
45	SEF	Social Employment Fund
46	SG	Subgroup
47	SUDS	Sustainable Urban Drainage Systems
48	ULI	Urban Land Initiative
49	URDF	Urban Regeneration and Development Fund
50	YPAR	Young People At Risk



**DUBLIN
NORTH EAST
INNER CITY**

**North East Inner City Programme Office,
51-53 Sean McDermott Street Lower,
Dublin 1 D01 HW44,
(01) 2226604,
NEIC@dublincity.ie**