Comhairle Cathrach Bhaile Átha Cliath
Dublin City Council

OPEN PROCEDURE

REQUEST FOR TENDER FOR CONTRACT

Scope of Contract	
Integrated Spatial Framework and Delivery Plan for the Dublin City Taskforce Area	
Procedure	
Open Procedure	
Key Dates	
Issue Date	**[11.11.26]**
Closing Date for Queries	**Friday 27 November 2026** at **[12:00]** (Irish time)
Closing Date for Tender Submissions	**Friday 11 December 2026** at **[12:00]** (Irish time)
Contact for Queries - Via www.etenders.gov.ie Only	
Format for submission of tenders – use the Tender Response Document	
Via www.etenders.gov.ie only	
Please note that information relating to this Request for Tender, including clarifications and changes, will be published on the Irish Government Procurement Opportunities Portal *www.etenders.gov.ie*. Registration is free of charge and there is no charge for documents. Suppliers are advised to check the Messaging box for broadcast messages and tender clarifications from the	

Contracting Authority which might have issued prior to the date that Supplier associated itself / expressed an interest in the CfT.

Please note that the Contracting Authority accepts no responsibility for information relayed (or not relayed) via third parties.

This Invitation to Tender shall be interpreted in a manner consistent with Irish and EU rules on public procurement.

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1. ABOUT THE CONTRACTING AUTHORITY

1.1 The Contracting Authority

Dublin City Council herein after referred to as the Contracting Authority, is the authority responsible for this procurement.

Dublin City Council is the largest Local Authority in Ireland, employing approximately 6,100 staff. The 2026 Revenue Budget amounts to €1.69 billion, while the three-year Capital Programme 2025 to 2027 amounts to €3.348 billion.

The Council provides a wide and diverse range of services to the citizens of Dublin City (population in excess of 500,000), to businesses and to visitors to the city. Activities are carried out in both the physical works area (e.g. provision and maintenance of housing, roads) and in the areas of arts, sports, recreation and social services (e.g. libraries, sports facilities parks, community development and housing welfare services). The City Council also provides emergency services through Dublin Fire Brigade.

Council facilities are spread geographically throughout the city and are also located outside the Dublin City Council area. The Council headquarters are located at Wood Quay, Dublin 8.

Dublin City Council is responsible for the social, economic, infrastructural and cultural development of the city. The range of services provided by Dublin City Council could best be summarised by listing the programme group structure used by central government to classify the activities of all local authorities as follows:

- Housing & Building
- Road Transportation & Safety
- Development Incentives & Controls
- Environmental Protection
- Recreation & Amenity
- Education, Health & Welfare
- Miscellaneous Services

Further information is available at our corporate website www.dublincity.ie

1.2 Small and Medium Enterprise Participation

It is the policy of the Contracting Authority to promote participation by Small and Medium Enterprises (SMEs) on a fair and equal basis.

SMEs are encouraged to explore the possibilities of forming relationships with other SMEs or with larger enterprises to meet the financial, economic or technical capacity requirements of the competition, if required.

Tenderers may include individuals, partnerships, limited companies, groupings or any combination of the foregoing with or without legal personality. However, a grouping if successful will be required to establish legal personality to enter the contract.

Tenderers are reminded that they may rely on the resources of other entities to establish the requirements on condition that they can prove to the satisfaction of the Contracting Authority that they will have these resources at their disposal when necessary.

If the tender is from a consortium / joint venture, Tenderers must ensure that all the relevant information is provided and where necessary, provide the information requested separately for each party. Relevant information relates to where a tenderer is relying on the resources to qualify (e.g. turnover, manpower, previous experience) and/or to deliver the contract. The consortium must appoint a single point of contact who will assume overall responsibility for delivery, and will be authorised to sign the contract on behalf of all consortia members. The Contracting Authority will not act as an arbitrator between members of consortia.

2. SCOPE OF THE CONTRACT

2.1 Overview of the Requirement

Dublin City Council is seeking to appoint a multidisciplinary team to prepare an Integrated Spatial Framework and Delivery Plan for the Dublin City Taskforce Area.

The contract represents a significant opportunity to establish a long-term vision and delivery programme for one of Ireland's most important urban regeneration areas, building upon the recommendations of the Dublin City Taskforce and the work of the Urban Redevelopment Working Group and Rejuvenation Report.

The Framework will provide clear guidance for coordinated investment, regeneration and place-making that enhances the economic, social, environmental and cultural vitality of Dublin's City Centre with a focus on the North Inner City and defined Taskforce Area. The Framework aims to align public and private investment, help accelerate flagship developments in the area like the GPO complex, coordinate other major redevelopments in the area and establish a coordinated roadmap for delivery which will be managed through a dedicated Special Purpose Vehicle which is in the process of being established.

AREA OF FOCUS

The study area comprises the Dublin City Taskforce Area centred on O'Connell Street, Henry Street, Middle Abbey Street, North Frederick Street and the surrounding city centre, incorporating key retail, cultural, civic, residential, transport and heritage assets.

Consideration will also need to be given to the wider context area, shown in blue in the map below, which contains some of Dublin's key landmarks and areas that are subject to other regeneration initiatives.

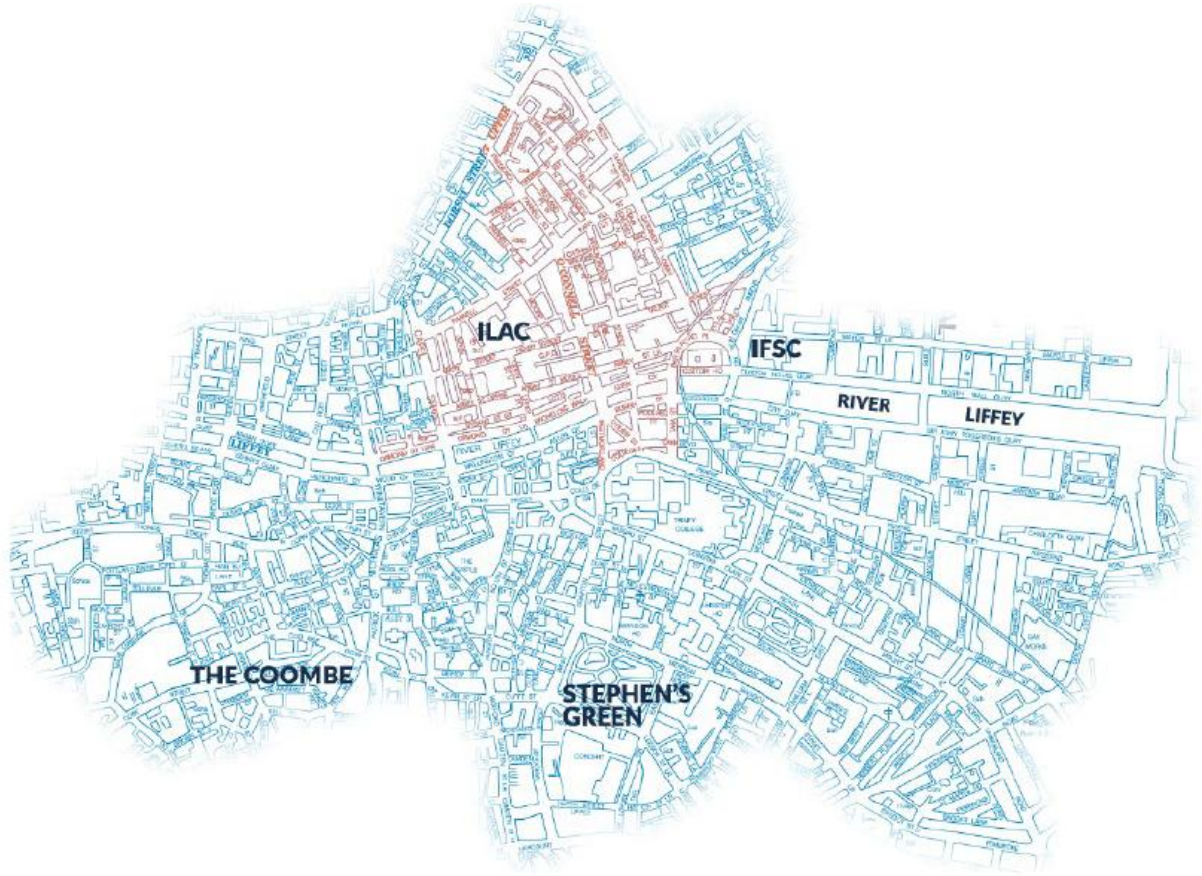


Figure 1. Map showing Taskforce Area in red and context area in blue

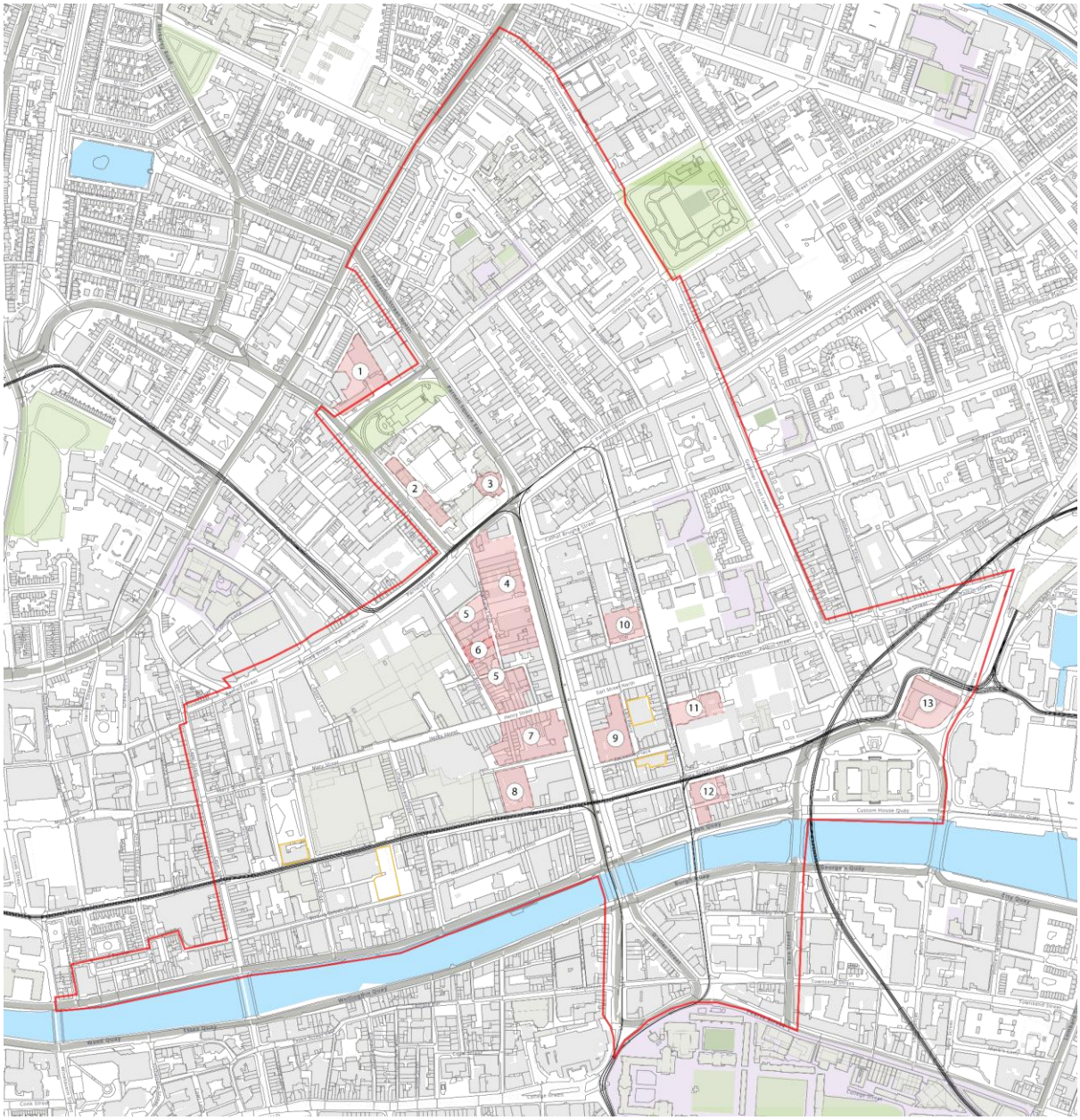


Figure 2. Taskforce Area Map shown in red outline and Key Projects (please note these are indicative and do not represent ownership boundaries)

Strategic Sites and Projects Sites Under Construction

1	Parnell Square Library	8	Former Independent House
2	Rotunda Hospital	9	Clery's Department Store
3	The Ambassador Theatre	10	The Pro Cathedral
4	O'Connell Street Station Site – future underground MetroLink Station	11	Marlborough Street Site
5	Remaining Hammerson Site	12	Abbey Theatre
6	Moore Street National Monument	13	Áras Mhic Dhiarmada/ Busáras
7	The GPO Complex		

BACKGROUND AND CONTEXT

The Taoiseach established the Dublin City Taskforce in 2024 to address urgent inner-city challenges and devise ways to regenerate this important inner-city core. More background about the work behind the Dublin City Taskforce, all initiatives to date and current progress can be found here - Dublin City Taskforce.

The study area forms a strategically important part of the North Inner City, with a unique concentration of residential communities, employment, commercial core, cultural assets, transport infrastructure and development opportunities. O'Connell Street is the main spine in the area and a grand historic street that currently hosts high-street retail and convenience shopping and provides a key connection to the south of the city. It serves as the city's primary civic avenue, anchoring national heritage through the presence of monuments and landmark buildings such as the General Post Office (GPO). While it is currently lacking diversity in its retail mix and exhibiting vacancy on upper floors, some upper floors have recently started transitioning into wider community and cultural use such as the newly opened O'Connell Street Studios providing affordable space for local artists, as well as plans for meanwhile use in parts of the GPO Complex for cultural and community use through the GPO Telegraph Project.

A key component of the area's future success will be reimagining the role of O'Connell Street, currently facing challenges with commercial vacancy, architectural dereliction and anti-social behaviour, prioritising public realm improvements, vacancy reductions and transforming key buildings. In recent decades, significant public investment and policy attention have focused on the need to revitalise the city centre, improve the quality of the urban environment and reinforce Dublin's role as a vibrant, attractive and inclusive capital city. Notwithstanding these efforts, the area suffers from high levels of commercial vacancy, together with a significant number of derelict and underutilised buildings, and overall public realm degradation that reduces the liveability of the area for existing residents and negatively impacts local economic vitality, the city's overall image, public perception, safety and civic pride.

Challenges

Dublin City Centre is the focus of a wide range of existing and planned investments, policy initiatives and regeneration projects. The recommendations of the Dublin City Taskforce, together with other emerging projects and opportunities, present a significant opportunity to accelerate positive change across the area.

Given the scale, diversity and interdependence of these initiatives, there is a need for an integrated framework that can coordinate planned and future interventions, establish priorities, identify delivery pathways and support the effective sequencing of investment over time.

The Integrated Spatial Framework will provide a coherent regeneration and implementation plan to guide future decision-making, align stakeholders and ensure that strategic objectives are translated into a realistic and deliverable programme of actions and projects.

Opportunities

The area presents a significant opportunity to deliver transformational change through coordinated investment and targeted interventions. Building on the recommendations of the Dublin City Taskforce, there is potential to unlock strategic development sites, increase city centre living, enhance public spaces, improve connectivity and create a more liveable, vibrant, attractive and inclusive urban environment.

Major public sector commitment, strong stakeholder interest and emerging regeneration initiatives provide a platform for delivery. The area's rich heritage, cultural assets, established communities and excellent accessibility offer a strong foundation for sustainable and inclusive development and economic growth. The Integrated Spatial Framework will align projects, funding and governance arrangements to accelerate implementation and maximise long-term social, economic and environmental benefits.

This will integrate all of the established capital projects already identified or underway, and aligning new proposals with the Taskforce mission.

Policy and Strategic Context

The preparation of the Integrated Spatial Framework should be informed by the evolving policy and implementation framework established through the Dublin City Taskforce process. Since publication of the Taskforce Report in October 2024, a series of Government-led documents have translated the original vision and recommendations into a structured programme of delivery, governance and investment actions for Dublin city centre. These documents emphasise the need for coordinated regeneration, increased city centre living, improved public realm, enhanced safety and new delivery mechanisms.

The following documents relating to the Taoiseach's Taskforce can be found here:

- Taoiseach's Taskforce for Dublin: Dublin City Taskforce Report, October 2024
- Report of the Interdepartmental Group on the Dublin City Taskforce Report, June 2025
- Roadmap for Delivery: Dublin City Taskforce Report, June 2025
- Building Momentum: Reporting Progress on the Roadmap for Delivery of the Dublin City Taskforce, July 2026

The Spatial Framework should also build on relevant Dublin City Council initiatives and studies, including city centre regeneration, public realm and urban development work led by Dublin City Council, particularly the work of the Urban Redevelopment Working Group. Its Rejuvenation Framework and Report can be found here.

There are also the following adopted policy and guidance documents to note:

- Dublin City Development Plan 2022-2028;
- Dublin City Transport Plan 2023;
- Your City Your Space, Dublin City Public Realm Strategy 2012;
- The Heart of Dublin: City Centre Public Realm Masterplan 2016;
- O'Connell Street Architectural Conservation Area;
- O'Connell Street and Environs Scheme of Special Planning Control 2022;
- Dublin City Climate Action Plan 2024 – 2029;
- Dublin City Biodiversity Action Plan 2021-2025; and

- Dublin City Tree Strategy 2016-2020.

The Framework should also be guided by the strategic principles and built environment ambitions outlined in Places for People - the Government's National Policy on Architecture. Approved by the Government in 2022, one of its key roles is to support ambitions to deliver a high-quality built environment for everyone, to wisely use finite resources and to achieve measurable quality in public sector programmes, procurement and project delivery.

OBJECTIVES AND DESIRED OUTCOMES

The appointed team will prepare a place-based regeneration framework and delivery plan that:

- Establishes an ambitious and compelling long-term vision for the area;
- Engages meaningfully with and facilitates the building of consensus among public agencies, not-for-profit organisations, communities, businesses and investors;
- Identifies transformational opportunities for public realm improvements;
- Strengthens the area's identity and distinctiveness;
- Demonstrates the potential for sustainable mixed-use inclusive growth and development across the city centre as part of an integrated framework that promotes high-quality design and a clear sense of place for the benefit of current and future residents, businesses and visitors.
- Prepares a coordinated and phased delivery strategy to achieve ambitions and demonstrate impact.
- Is delivery focused, enabling the review of publicly owned assts and engaging third party landowners and investors to test, shape and promote proposals as part of a coherent investment proposition to secure comprehensive sustained transformation of the city centre.

It is intended that the Spatial Framework would become the principal framework guiding future investment and decision-making within the Dublin City Taskforce Area. Therefore, the Client team is looking for the following outcomes as a result of the contract:

- A shared long-term vision for the Taskforce Area;

- Strong cross-sector stakeholder and community support;
- A clearly defined spatial strategy and regeneration framework;
- A prioritised pipeline of deliverable projects and practical implementation programme;
- A coordinated investment strategy;
- A governance and delivery framework capable of supporting the long-term regeneration ambitions for the area.

Note: The Integrated Spatial Framework and Delivery Plan to be developed will be non-statutory in nature. The outputs may, in-time, form part of the inputs to the review of the Dublin City Development Plan 2022-2028..

Dublin City Council proposes to award a contract for [one] 1 years, for the provision of an Integrated Spatial Framework and Delivery Plan for the Dublin City Taskforce Area

2.2 Details of Options

Dublin City Council may include similar related services during the term of the Contract.

2.3 Anticipated Timeline

The following indicative timeline is envisaged for this procurement:

Issue RFT	Wednesday 11 November 2026
Closing date for Queries	**Friday 27 November 2026** at **[12:00]** (Irish time)
Closing date for Receipt of Tenders	**Friday 11 December 2026]** at **[12:00]** (Irish time)
Clarification / Verification meetings (if anticipated)	
Award decision	21.12.26
Contract Commencement	18.01.27

The dates provided above are estimates at the time of publication of the Request for Tender. The Contracting Authority will endeavor to run the process to this timetable, but this cannot be guaranteed.

2.4 Termination of Contract

The Contracting Authority reserves the right at its sole discretion to terminate any contract where, due to matters outside its control, including but not limited to, increased costs arising from any changes in the Customs Union, which render the commercial arrangement uncompetitive.

3. DETAILED SPECIFICATION OF REQUIREMENTS

The Contracting Authority proposes to engage in a competitive process for the award of a contract as specified hereunder.

3.1 Specification

Scope of Services

Baseline Analysis

The consultant team shall undertake a comprehensive baseline analysis of the study area to establish a robust evidence base for the preparation of the Integrated Spatial Framework. The analysis shall identify the area's key characteristics, strengths, challenges, opportunities and development trends, drawing on existing studies, datasets, policies and stakeholder input. Particular emphasis should be placed on understanding the factors that influence the area's regeneration potential, liveability, economic vitality, environmental performance and capacity for future inclusive growth. The findings should be spatially based where possible and should not only inform the development of the Integrated Spatial Framework but also support the identification, prioritisation and delivery of future projects and interventions.

The baseline analysis shall include, but not be limited to:

- Urban structure, character and townscape analysis, including the relationship between neighbourhoods, streets, public spaces and key destinations.
- Existing land use patterns, vacancy, dereliction, development activity and strategic opportunity sites.
- Population, socio-economic overview, demographic profile, population density and projections;
- Housing provision, types of housing tenure across the study area, residential trends and opportunities to support increased city centre living across various tenure profiles.
- Economic activity, employment, retail, tourism, cultural and evening economy functions.
- Movement, accessibility and connectivity, including walking, cycling, public transport and vehicular movement.

- Public realm quality, open space provision and accessibility, biodiversity, green infrastructure and climate resilience considerations.
- Heritage, architectural character, archaeological assets and cultural identity.
- Community infrastructure, social services, health, education and wellbeing assets.
- Safety, perceptions of safety, cleanliness and place experience.
- Existing governance, investment programmes, planned projects and delivery initiatives relevant to the study area.

The Client team will provide support in gathering the information required to create a robust baseline and will provide access to available datasets and existing reports such as a soon to be completed Retail Study for the area, as well as other existing data sources and intelligence, and make necessary introductions where needed to help in the assembling of information and production of the Baseline Report.

Opportunities and Constraints Assessment

Following a review and analysis of the baseline, the consultant team shall undertake a comprehensive assessment of the strengths, opportunities and constraints influencing the future development of the study area. This assessment should consider physical, environmental, social, economic, ownership, infrastructural and governance factors, together with planned public and private sector investments.

Particular attention should be given to development capacity, regeneration potential, connectivity, public realm enhancement, housing delivery and place-making opportunities.

Constraints relating to land ownership, viability, infrastructure, planning policy, heritage, environmental considerations and project dependencies should also be examined early in the process. The assessment should identify priority intervention areas and establish a robust evidence base to inform project selection, investment decisions and delivery sequencing.

Vision, Strategic Objectives and Guiding Principles

The contract will require the team to set out a compelling 10-15 year ambition for the city centre and how it can transform into a distinctive, inclusive and economically resilient urban neighbourhood at the heart of Dublin: a place where people choose to live, work, shop, visit, invest, create and spend time throughout the day and into the evening. The vision should be informed by the evidence base for the area and the following initial overarching objectives for the place:

- More people living successfully in the city centre, supported by appropriate community infrastructure and amenities.
- A diverse and resilient economic base, with retail complemented by food, culture, leisure, workspace and other uses.
- A stronger sense of place and civic identity, drawing on local history and heritage, culture, architecture, markets, and the distinctive character of this part of the city.
- A proactive approach to vacancy, dereliction and poor stewardship, using support, facilitation and statutory tools in a targeted and coordinated way.
- A coherent development pipeline that connects individual sites and buildings in a way that supports a wider placemaking strategy.
- Well-connected, safe, accessible and greener streets and public spaces.

Integrated Spatial Framework Components

Integrated Spatial Framework

The Consultant Team shall prepare an Integrated Spatial Framework that establishes a clear and coordinated vision for the future development, regeneration and management of the study area. The Framework shall build on the baseline analysis, stakeholder engagement and the recommendations of the Dublin City Taskforce, identifying how physical, social, economic and environmental interventions can be integrated to support sustainable growth and long-term regeneration.

The Framework shall:

- Define the future spatial structure and character of the area, including key destinations, activity centres, development opportunities and strategic connections.
- Identify key regeneration areas and provide urban design and delivery guidance for strategic opportunity sites.
- Set out an integrated approach to movement, accessibility and connectivity, supporting walking, cycling, public transport and universal access.
- Identify opportunities to enhance the public realm, open spaces, environmental quality, biodiversity and climate resilience.
- Identify projects and interventions that can support the improvement of the area’s social, economic and environmental conditions.
- Recognise and strengthen the area's communities, heritage, cultural assets and sense of place.
- Outline the key interventions and resulting social, environmental and economic benefits for the area from coordinated action.
- Identify catalytic projects and place-based interventions capable of supporting wider regeneration objectives.
- Illustrate how projects and investments can be coordinated and phased to maximise cumulative benefits and support effective delivery.

The Framework shall be presented through clear mapping, diagrams and implementation-focused guidance to support future investment, decision-making and project delivery.

Public Realm and Greening Framework

The contract requires the preparation of a Public Realm and Greening Framework to guide the creation of new and the enhancement and management of existing public realm and open spaces within the study area, including making the city centre welcoming for people of all ages and backgrounds. This should have regard to movement patterns, street hierarchy, public transport, pedestrian and cycle network. The Framework shall establish a coherent vision for the public realm, identifying opportunities to improve accessibility, connectivity, safety, attractiveness, climate resilience, inclusivity and vibrancy. Key consideration should be given to plans for the new MetroLink station on O'Connell Street and the impact that would have on accessibility and pedestrian movements in the wider area.

This Framework will also identify opportunities to establish an integrated greening and Sustainable Urban Drainage Systems (SuDS) network across the study area, recognising the important role of blue-green infrastructure in enhancing climate resilience and environmental quality. The team shall identify opportunities to incorporate trees, general planting and SuDS measures within streets and public spaces. The role of the River Liffey in the wider network of public realm in the city centre should be explored. Recommendations should seek to contribute to a greener, healthier and more attractive public realm while complementing wider placemaking and public realm objectives.

A particular focus shall be placed on the revitalisation of laneways as an important component of the city centre's urban structure and identity. The consultant team shall assess the existing laneway network and identify opportunities to enhance permeability, activity, amenity, safety and passive surveillance. Recommendations should consider public realm upgrades, greening, lighting, wayfinding, cultural and creative interventions, meanwhile uses and opportunities for supporting commercial, community and cultural activity.

Both elements should consider work previously done by Dublin City Council, namely "The Heart of Dublin: City Centre Public Realm Masterplan", 2016 and "Reimagining Dublin One Laneways", 2018.

Character Areas

The Consultant Team shall identify a series of Character Areas within the study area that reflect the distinctive qualities, challenges and opportunities of different parts of the study area and where targeted investment, coordinated action and place-based interventions can support the delivery of the vision and objectives of the Integrated Spatial Framework.

For each identified area, the Consultant Team shall:

- Define its role and function within the wider city centre and study area.
- Assess its key assets, challenges, opportunities and regeneration potential.
- Establish a clear vision, development objectives, design quality and placemaking principles.
- Identify public realm, mobility, land use, housing, cultural, environmental and economic priorities.
- Provide guidance on future development, investment and management.

Urban Design Brief for Strategic Opportunity Areas

The team shall also identify a series of Strategic Opportunity Areas capable of delivering significant and lasting public benefits for the study area. Urban Design Briefs should be prepared for these Strategic Opportunity Areas identified through the Integrated Spatial Framework process. The purpose of these briefs will be to establish a clear vision and development framework for each area, providing guidance to inform future masterplanning, development proposals, public realm improvements and project delivery. For the purpose of resourcing this element of the brief, provision should be allowed for up to 5 Strategic Opportunity Areas.

Each Urban Design Brief shall:

- Define the site's strategic role within the wider Integrated Spatial Framework and its contribution to the regeneration objectives of the study area.
- Analyse the site's context, character, constraints, opportunities and relationship with adjoining streets, spaces, neighbourhoods and assets.
- Establish a clear vision, design quality and placemaking principles, and urban design objectives for future development.
- Develop options for and provide guidance on distribution and mix of land uses, building heights, built form and layout, 3D Massing, density, movement, accessibility, public realm, landscape, sustainability and climate resilience.
- Outline housing capacity, tenures and typology options across the sites.
- Integrate transport, connectivity, sustainability, waste and public realm strategy with proposed land uses.
- Identify opportunities to enhance permeability, connectivity, active ground floors, boundary treatments, heritage assets and local character.
- Illustrate preferred development scenarios (following testing of options) through diagrams, plans, precedent imagery and other appropriate design tools. Provide viability analysis of each scenario. Test commercial viability and deliverability of each scenario.
- Identify key infrastructure, public realm and enabling works required to support delivery.

- Identify opportunities for meanwhile uses in the form of cultural and community uses to allow testing of proposed land uses and in preparation for long-term redevelopment.
- Identify key public benefits created and supported through the site's development.
- Detailed viability, investability and deliverability information including options testing and funding solutions.
- Provide an indicative delivery strategy, development phasing and development programme, including opportunities for meanwhile uses.
- Strategy for achieving maximum social value in developing the sites and measuring social return on investment.
- Refer to relevant development precedents and case studies.

The Urban Design Briefs should provide sufficient guidance to support future decision-making, investment planning, development management and project delivery, while retaining flexibility to respond to evolving opportunities and design proposals.

Strategic Development Brief - Carlton Cinema and O'Connell Street Station Site

The contract requires the preparation of a Site Development Brief for this key strategic opportunity site and immediate surrounding area. This site represents a complex; long-term regeneration opportunity of city-wide significance and its transformation will play an important role in the delivery of the vision and objectives of the Integrated Spatial Framework. A key consideration should be given to the relationship between the planned new MetroLink station and the opportunity for wider site development in the context of a complex delivery timetable for this crucial public transport interchange. The Framework shall provide a coherent and deliverable vision for the site's future development over a 5-15 year timeframe, establishing a basis for future planning applications, investment decisions, detailed design development and stakeholder engagement.

The Strategic Development Brief shall:

- Establish a clear vision and development objectives for the site and surrounding area and their role in achieving wider city centre regeneration objectives.
- Assess the site's physical, historical, cultural and economic context, including its relationship with surrounding streets, spaces, communities and destinations.
- Address the opportunities and constraints associated with the Architectural Conservation Area, heritage assets, National Monument, site ownerships, vacancy and dereliction.
- Consider the implications of major transport infrastructure, including the future metro station and associated movement, permeability, accessibility and placemaking opportunities.
- Give consideration to and further build on the provisions of the MetroLink Railway Order, in relation to established requirements and design expectations relating to public realm, access, movements laneways and the wider urban environment.
- Identify an appropriate mix of uses, including residential, retail, commercial, cultural, community and other complementary functions.
- Align with site-specific work being progressed separately to establish the feasibility, delivery considerations and station interfaces of over station

development for the O'Connell Street Station site and the requirements of the approved Metrolink Railway Order.

- Work collaboratively with and draw on development work, detailed and technical feasibility being progressed in parallel by landowners of individual sites in this strategic area, as appropriate.
- Provide guidance on urban structure, built form, density, public realm, movement, landscape, sustainability and climate resilience.

- Strategy for achieving maximum social value in developing the sites and measuring social return on investment.
- Establish an indicative development and delivery strategy, including phasing, infrastructure requirements and key dependencies, including opportunities for meanwhile uses compatible with MetroLink construction logistics and requirements.
- Refer to relevant development precedents and case studies.

The Development Brief should be supported by plans, diagrams, development scenarios and illustrative material and should provide sufficient guidance to inform future planning and development proposals while retaining flexibility to respond to changing circumstances and opportunities over the lifetime of the project.

Delivery & Investment Framework

Delivery, Funding and Implementation Strategy

A core output of the contract will be the preparation of a Delivery, Funding and Implementation Strategy to support the realisation of the Integrated Spatial Framework. Recognising the strong emphasis placed on implementation through the Dublin City Taskforce process, this element of the contract shall move beyond the identification of projects and provide a practical framework for delivery.

The Framework shall identify lead organisations, partner agencies, governance structures, statutory requirements, project dependencies, indicative delivery pathways and potential risks associated with implementation. It shall also assess potential funding sources and investment mechanisms, including public sector funding programmes, private investment, development contributions, community-led and cooperative funding arrangements, public-private partnerships and other innovative funding opportunities.

The consultant team shall develop a clear phasing approach to guide project delivery over the short, medium and long term. This should include the identification of early-win projects capable of demonstrating visible progress, medium-term interventions that build momentum and longer-term transformational projects requiring significant coordination or investment. The phasing strategy should be evidence-based, taking account of deliverability, funding availability, stakeholder capacity, project interdependencies and anticipated regeneration impacts. The final output should include a prioritised and cost-informed implementation roadmap that can be used by the future SPV, Dublin City Council and partner organisations to coordinate action, monitor progress and guide investment decisions over the lifetime of the Framework. The Implementation Strategy should consider how it could embed a mechanism for annual review and reprioritisation process to ensure that it can be flexible and respond to changing circumstances or funding arrangements while continuing to demonstrate project progress and delivery on the ground.

Monitoring, Evaluation and Impact Measurement Framework

The team shall develop a Monitoring, Evaluation and Impact Measurement Framework to support the implementation of the Integrated Spatial Framework and assess progress over time. The Framework should provide a practical and proportionate approach to measuring the effectiveness of projects, investments and interventions, while supporting evidence-based decision-making and continuous improvement.

The Framework shall:

- Establish a suite of Key Performance Indicators aligned with the vision, objectives and desired outcomes of the Integrated Spatial Framework.
- Identify baseline conditions against which future progress can be assessed.
- Develop clear measures relating to physical regeneration, housing delivery, public realm quality, mobility, environmental performance, economic activity and place attractiveness.
- Identify appropriate data sources, collection methods and reporting requirements.
- Establish a methodology for tracking the delivery and performance of priority projects and strategic interventions.
- Recommend arrangements for periodic monitoring, review and reporting.

The team should also identify how the social, economic, environmental and placemaking impacts of key projects and investments can be measured over time. The Framework should be practical, outcome-focused and capable of supporting transparent reporting on progress, helping Dublin City Council and its partners to evaluate the effectiveness of investment decisions and maintain momentum in the delivery of the Integrated Spatial Framework.

Investment Prospectus

The contract also requires the production of an Investment Prospectus, based on the work already produced as part of the above deliverables, which will be focused on a number of up to 5 priority projects, to be agreed on through the process of shaping the Integrated Spatial Framework. The Investment Prospectus should turn the Framework into a proposition for action in relation to these major priority projects. It would be written for multiple audiences and formulate a portfolio of priority opportunities and investment propositions. While further detail on the requirements will be developed as part of the contract itself, it is anticipated that for each priority projects the Investment Prospectus will include the following as a minimum:

- Project proposition and visual representation, indicative plan and concept.
- Role in the wider programme for the area.
- Indicative capital and revenue implications, with assumption clearly stated.
- Potential funding sources and investment partners.
- Planning, landownership, legal, heritage and delivery constraints.
- Lead and supporting organisations.
- Dependencies and critical path.
- Short, medium and long-term benefits of the intervention.

Stakeholder and Public Engagement

The Integrated Spatial Framework will be underpinned by a collaborative approach and be supported by a robust and creative engagement process. Engagement should be treated as a core design and delivery workstream. The consultant team will be required to produce a stakeholder and public engagement methodology at the start of the contract, including but not limited to the following key stakeholders:

- Internal DCC Department Leads
- State organisations and agencies (OPW, TII, MetroLink, Dublin Bus, Government Departments, NTA, and others)
- Landowners and key businesses
- Community Groups
- Service Delivery Organisations
- Local residents

A detailed stakeholder mapping exercise, with the support of the Client team, will be carried out at the start of the contract to confirm relevant stakeholders and appropriate communication methods. It is envisaged that public engagement will be carried out in three phases, with opportunities for feedback at key milestones during the production of the Framework as set out below:

- Stage 1 Pre-Baseline: initial engagement to establish the baseline, understand key issues and challenges and gather feedback on aspirations and future opportunities in the area.
- Stage 2 Baseline and Draft Spatial Vision: this will focus on overview of the Baseline for the Area and the Draft Vision and Key Principles with opportunities to provide ideas for interventions.
- Stage 3 Draft Framework: opportunity to view the draft framework and how feedback has been incorporated.

This overall approach will be refined in consultation with the Client team at the start of the contract through the production of the engagement strategy. While it is not possible to foresee the full number of events and stakeholder meetings at this stage, tenderers should provide for a minimum of 6 public drop-in events, 10 stakeholder meetings and a smaller amount of bespoke creative events with focused groups such

as young people or others, to be determined through the stakeholder mapping exercise at the start of the contract. Partner organisations may be carrying out public engagement on key projects in the area in parallel and all effort will be made by the Client team to ensure collaboration and coordination.

We envisage that a range of engagement techniques will be used in order to reach and inspire the local community and cross-sector stakeholders. All public and stakeholder engagement materials will be produced to an exemplary standard, be of high graphic quality, easy to understand and navigate for non-technical audiences. The consultant team will be required to produce a Stakeholder and Public Engagement Report that provides a summary of the engagement results at each stage, the feedback received and how it has been addressed in the final Framework.

SKILLS AND EXPERIENCE REQUIRED

The Project Management Unit at DCC is looking to appoint a multi-disciplinary team with the following skills and experience, not limited to but including:

- Masterplanning, Urban Design, Urban Regeneration (Lead)
- Urban Planning, Economic Development, Social and Cultural Infrastructure
- Landscape Architecture and Public Realm Design
- Architecture, Housing and Mixed-use Development
- Development Viability
- Transport Planning, Active Travel and Movement
- Heritage and Conservation
- Quantity Surveyor/Cost Consultant
- Public Engagement, Co-design and Stakeholder Engagement in a built environment context
- Graphic Design and Visual Communication

The Lead consultant does not have to demonstrate all these skills and can bring in specialist sub-consultants. Tenderers are strongly encouraged to include smaller design-led practices (less than 10 employees) within their team.

Bidders should preferably demonstrate masterplanning or urban strategy expertise in a similar context in Ireland / large capital cities; however relevant, transferable and innovative expertise demonstrated in a differing context will also be considered.

Bidders should be able to demonstrate a track record in successful delivery of masterplans and regeneration strategies for public sector clients in sensitive political setting and mediating conflicting interests to achieve public good.

Requirements:

The Council is seeking an exemplar spatial framework of international quality. The successful team must demonstrate that it can produce work that is technically rigorous, visually compelling and capable of influencing investment and delivery decisions.

- Documents should use high-quality mapping, diagrams, photography, illustrations and visualisations.
- Spatial proposals should be legible at city, street and building scales.
- Urban design briefs should communicate a credible future while retaining flexibility for detailed design.
- Public-facing materials should be accessible and digestible to residents and businesses without specialist planning knowledge.
- All maps and spatial outputs should be provided in formats compatible with GIS.
- All editable design and data assets will be handed over to the Council subject to agreed intellectual property arrangements.
- 3D modelling will be required for major development sites.

DELIVERABLES

It is anticipated that the contract will provide the following suite of documents:

- Baseline report, summarising all baseline information and place intelligence, and highlighting key learnings about the area in a highly visual and easily digestible format with high-quality mapping and data visualisations.
- Stakeholder and Community Engagement Report, summarising process, feedback and how this has been incorporated.
- Transformative, competitive and deliverable vision and guiding principles.
- Integrated Spatial Framework and Delivery Plan, including the following components:
    - Public Realm and Greening Framework that is ambitious and puts placemaking at the heart of public realm aspirations for the city centre
    - Delivery Plan and Investment Framework
    - Monitoring, Evaluation and Impact Framework
- Investment Prospectus – portfolio of priority opportunities and investment propositions.

The Contracting Authority expectations are a 9 month delivery timeline for these deliverables.

Tenderers must include an indicative delivery programme, including milestones for engagement, dependencies of / assumptions about DCC teams, risk management approach and client review / sign off.

As part of the Pricing Schedule, Tenderers must include a resource allocation sheet to underpin this plan.

GOVERNANCE

With the tight timelines, high visibility of the project and complex delivery environment, there will be a strong emphasis on Governance. The Tenderer team will work as an extension of the Council's Project Management Team, with a clear client-side governance structure and regular decision points at key milestones, to be agreed at initial stage. The outline of the governance structure is shown below for information with more detail to be provided at inception stage.

- Client Project Board chaired at senior level.
- Project Management: Dedicated team member from the Project Management Unit to serve as day-to-day contact.
- Cross-departmental officer steering group.
- Stakeholder Working Group, with membership and terms of reference to be agreed.
- Structured interface with Taskforce implementation governance (Oversight Board)
- Elected member briefings at key milestones.
- Fortnightly programme meeting with the Consultant team.

3.2 Duration

The contract will be for a period of One 1] years.

The Contracting Authority reserves the right at its sole discretion to extend the contract, subject to satisfactory performance, budget availability and ongoing business needs. The number and duration of extensions will be a maximum of [two] 2 by [three] 3 to [six] 6-month extensions.

3.3 Indicative budget

The indicative budget for the contract is [Five Hundred and Fifty Thousand Euro (€550,000)] excluding VAT.

3.4 Contract Management

The Contracting Authority requires tenderers to nominate a dedicated contract manager who will act as the main point of contact for the duration of the contract. This person shall have the authority to deal with all matters in relation to the contract and be responsible for the satisfactory delivery of the supplies/services required. The duties of the contract manager will include the following:

- Overall responsibility for a good working relationship with the Contracting Authority;
- Provide regular reports on performance as agreed with the Contracting Authority;
- Meet as and when required to review and examine performance;
- Deal with disputes, complaints or concerns that cannot be adequately resolved;
- Proactively discuss with the Contracting Authority ways of improving efficiency regarding service delivery in general and providing suggestions for improvement and cost savings;

NOTE: Tenderers will note that contract management activities will be non-billable.

3.5 Compliance with the Terms and Conditions

Award of contract will be subject to the successful tenderer agreeing to the Contract Terms and Conditions as contained in Appendix 1.

3.6 Award to Runner Up

If for any reason, it is not possible to award the contract to the designated successful tenderer emerging from this competitive process, or if having awarded a contract, the successful tenderer fails to deliver the contract in accordance with the terms and conditions, the Contracting Authority reserves the right to award the contract to the next highest scoring tenderer based on the terms advertised at any time during the tender validity period of twelve (12) months. This shall be without prejudice to the right of the Contracting Authority to cancel this competitive process and/or initiate a new contract award procedure at its sole discretion.

3.7 Pricing

Prices quoted shall remain firm for the first (12) months

Thereafter quoted prices will only be considered for review in consultation with appointed Dublin City Council personnel, any increases will not exceed inflation as per CPI.

All prices quoted must be inclusive of all charges and any duties, taxes or levies other than VAT.

All prices quoted to be exclusive of VAT.

The lowest cost valid tender will receive the maximum score achievable under the heading Ultimate Cost Score. The methodology for calculating Ultimate Cost Score is outlined in Section 5.1.

3.8 Invoicing

Invoices shall be submitted by the successful tenderer on a monthly basis for all costs incurred in the preceding month. All official invoices must quote a Dublin City Council purchase order number. All invoices which do not quote the relevant order number(s) will be returned to the supplier unpaid.

Detailed invoicing arrangements will be agreed with the successful tenderer.

3.9 Review of Supplier Performance

The successful tenderer will be appointed for a probationary period of [three] 3 months, during that time the supplier will be assessed based on various relevant criteria. At the end of the [three] 3 months probationary period, the contract will either be allowed to continue if performance has been satisfactory or terminated if it has not and supplier shortcomings cannot be addressed.

In the event that the contract is continued, the contract will be subject to a further official review every [three] 3 months thereafter and will only be continued subject to satisfactory performance. In the event that the contract is terminated Dublin City Council reserves the right to revert to the tenderer who finished in second place (depending on said tenderer demonstrating continued compliance with all stated evaluation criteria) in this competition.

Supplier performance will however be continually monitored over the term of the contract. Quality of service, cost competitiveness and turnaround time will be the main criteria for measuring performance. It is expected that the successful tenderer will take a proactive role in monitoring performance with a view to making appropriate recommendations where necessary.

Key Performance Indicators

Supplier performance will be continually monitored in terms of the following main criteria:

- The quality of the service provided
- The quality of the work / documentation developed / produced
- Adherence to agreed deadlines and budget
- The responsiveness of the service provider and ability to work with feedback provided.
- Professional and ethical conduct
- Adherence to the brief / instructions provided by DCC as part of carrying out the services
- Adherence to sustainability objectives and the promotion of positive social outcomes
- Feedback from Stakeholder and Public Engagement

It is expected that the successful Tenderer will take a proactive role in monitoring performance with a view to making appropriate recommendations where necessary.

The above list is not exhaustive but do constitute some key performance indicators.

4. SELECTION CRITERIA

The Contracting Authority is using the **open** procedure for the award of this contract, therefore, while all interested parties may submit a tender, only those demonstrating that they have the required level of financial and technical capacity will have their tender considered. In order to demonstrate a tenderer's qualifications, tenderers are required to provide the information set out below in the Tender Response Document (TRD) which is based on a self-declaration model, however tenderers are required to provide the minimum information required.

Alternatively, tenderers may have compiled a European Single Procurement Document (ESPD) which will be accepted as evidence of compliance with Section 4.2.

4.1 Relying on the Standing of Other Entities

Tenderers are reminded that they may rely on the resources of other entities to establish the requirements on condition that they can prove to the satisfaction of the Contracting Authority that they will have these resources at their disposal when necessary.

Please refer to section 1.2 for further details.

4.2 General, Legal and Financial Requirements

Tenderers are required to provide information on the following in the Tender Response Document. The criteria and rules outlined below are assessed on a pass/fail basis. Failure to comply with the requirements will result in your tender being considered inadmissible.

General Information	
Provide contact and general information on the tendering organisation - company name, address and contact details for individual responsible for this tender and company overview as well as information on sub-contractors and consortium members if applicable.	
Declarations	
Tenderers must complete, sign and date the Declaration relating to the following contained in the Tender Response Document. This must be completed by each group member. Tenderers may be excluded from participation based on the responses made in the Declaration. The Contracting Authority reserves the right at its discretion to exclude a non-compliant Tenderer under each heading. • Declaration of Bona Fides as per Article 57 of Directive 2014/24/EU as implemented by SI 284 of May 2016. • Declaration regarding compliance with relevant Statutory Obligations. Where tenderers are established and operating outside of Ireland compliance with equivalent legislation as applicable in the country of establishment / operation is required. • Article 5k Declaration regarding EU Regulation 2022/576 on restrictive measures in the Context of Russian Actions in the Ukraine.	
Financial	
Tax	Confirmation that the tenderer / all parties associated with the tenderer are fully tax compliant in accordance with the rules of the Irish Revenue Commissioners.
Turnover	Confirmation that the tendering party turnover exceeded €600,000 during one of the last three years or pro-rata if more recently established firms are tendering – however the firm must have been in existence for at least [six] 6 months.
Insurance	Confirmation of the following insurances being in place: • Employer's Liability - €13 million • Public Liability - €6.5 million

	• Product Liability - €0 million] • Professional Indemnity - €2.5 million • Environmental Liability Impairment (EIL) (where there is a risk of gradual pollution or contamination) - €0 million • Cyber Liability - €0 million **Insurances provided by vendors must be authorised for this jurisdiction.**

4.3 Technical Capacity Requirements

Tenderers are required to provide information on the following in the Tender Response Document. The criteria and rules outlined below are assessed on a pass/fail basis. Failure to comply with the requirements will result in your tender being considered inadmissible.

Personnel Levels	
Tenderers must provide information which demonstrates access to the minimum number of skilled personnel as indicated below and outlined in the Tender Response Document. All listed above require a minimum level 8 degree in the relevant field and 8 years post-graduate experience. Note: The same person may provide any number of roles above, once qualified to do so..	
Skillset Required	**Minimum Number**
• Masterplanning, Urban Design, Urban Regeneration (Lead)	• 2

• Urban Planning, Economic Development, Social and Cultural Infrastructure • Landscape Architecture and Public Realm Design • Architecture, Housing and Mixed-use Development • Development Viability • Transport Planning, Active Travel and Movement • Heritage and Conservation • Quantity Surveyor and Cost Consultant • Public Engagement, Co-design and Stakeholder Engagement in a built environment context • Graphic Design and Visual Communication	• 1 • 1 • 1 • 1 • 1 • 1 • 1 • 1 • 1
Technical Resources	
Tenderers must provide information which demonstrates access to the required level of technical resources as indicated below and outlined in the TRD.	
Technical Resource Required	**Minimum Requirement**
N/A	N/A
Previous Contracts / Experience	
Tenderers must provide information clearly demonstrating successful delivery of [three] 3] previous comparable contracts / experience, involving the following features:	

Tenderers must refer to instances within the last seven (7) years which demonstrate that they have successfully delivered services of a comparable nature, complexity and scale on three (3) occasions. The contracts listed should be chosen to demonstrate the firm's skills, efficiency, experience and reliability in the relevant areas of expertise.

In completing the table for each reference contract, Tenderers must provide sufficient information to enable the Contracting Authority to assess whether the services have been successfully delivered, and their comparability to the requirements of this contract.

Note #1: All required fields should be completed in full. In the event that the information requested on the value of contracts or identity of clients is considered confidential, Tenderers must ensure that they provide sufficient information to allow the Contracting Authority to judge the similarity of these contracts to the services required.

Note #2: Where the Tenderer is a grouping relying on the resources of others to meet the previous experience requirement, one of the projects must be from the third party identified above under the relevant section.

Note #3: Tenderers must note that they are to provide contact details for referees for each reference project. The Contracting Authority has the right to contact the referees to verify the information being provided, without further reference to the Tenderer. It is the responsibility of Tenderers to satisfy themselves that the nominated contact person is in a position to provide a reference if contacted by the Contracting Authority. Tenderers should also note that the Contracting Authority may at its discretion contact all referees or referees for the Tenderers that will be invited to tender only.

Note #4: The Contracting Authority may require supporting documentation to verify the details provided by the Tenderer and Tenderers must provide such supporting information without delay when requested by the Contracting Authority. However, where the Tenderer is unable, for a valid reason, to provide the requested documentation, the Tenderer must inform the Contracting Authority of the reason as to why the documentation cannot be supplied and, if the Contracting Authority considers the reason given to be valid, provide such other suitable alternative documentation to prove, to the satisfaction of the Contracting Authority, that they have the required capacity to deliver the services.

Note #5: Tenderers must note the Contracting Authority may deem a Tenderer inadmissible based on the feedback received from the referees indicated in the tender, where applicable.
Health & Safety
Tenderers must provide information which demonstrates operation of health & safety systems and procedures in line with all relevant Safety Health & Welfare at Work legislation. Please complete the TRD. Evidence of compliance will be required as condition of contract award.
Quality Assurance
Tenderers must provide information which demonstrates a commitment to quality assurance and provide details of quality assurance policies and systems and whether 3rd party certified. Please complete the Tender Response Document.

5. AWARD CRITERIA

Only tenders which meet the Selection Criteria and are confirmed as valid and responsive to the specifications set out in this document will be evaluated against the award criteria. Tenderers should ensure that they have submitted sufficient relevant information to allow their tenders to be assessed under each of the award criteria set out below.

The contract will be awarded on the basis of the most economically advantageous compliant tender taking into account the following award criteria and weightings.

Tenderers should note that all responses should be minimum font size 11

Criterion A	**Weighting**	**Maximum Marks**	**Minimum Marks Required – 50%**
Methodology and Approach	40%	4000	2000
Title	Methodology and Approach		
Description	Please demonstrate your understanding of the brief and describe your proposed approach, referencing success achieved in previous projects where relevant and where this experience is relevant to this project. This should allow the Client team to gain a clear understanding of your capacity to deliver the project, your technical expertise, and your understanding of the contract ambitions, objectives and deliverables. Tenderers must include: A written statement of no more than 6 x A4 pages (including images) to demonstrate your understanding of the brief. Tenderers must include an indicative delivery programme, including milestones for engagement, dependencies of / assumptions about DCC teams, risk management approach and client review / sign off, of no more than no more than 1 x A3		

	programme with a maximum of 2 x A4 pages of accompanying narrative (including images).

Criterion B	Weighting	Maximum Marks	Minimum Marks Required– 50%
Proposed Team and Contract Management	25%	2500	1250

Title	**Proposed Team and Contract Management**
Description	Tenderers must provide details of the named resources proposed to fulfil all aspects of this contract. This response must detail demonstrable evidence of qualifications, competence and expertise in the areas outlined in this document guided by the CV template. (Please do not include full CVs.) 1 page per member of the team. This should include details of skills gained during similar projects of scale and how these can be applied to the project. Tenderers must complete the Resource Allocation sheet provided in the Pricing Schedule. If there is a requirement to change the proposed resources during the term of the contract, this must be done with prior consultation and agreement with the Contracting Authority. Tenderers must include: Proposed team, roles and responsibilities and Project Team Structure of no more than 2 x A4 pages (including images). A Contract Management proposal of no more than 1 x A4 pages (including images). Note: the page limits do not include the 1 page CVs.

Criterion C	Weighting	Maximum Marks	Minimum Marks Required – 50%
Sustainability and ESG	5%	500	250

Title	**Sustainability and ESG**
Description	**Sustainability:** Please provide a statement / statement of intent / action plan for environmental sustainability. **Equality, Diversity and Inclusion:** What strategies will your organisation implement to ensure diversity and inclusivity and how do you foster an inclusive workplace culture for employees of all backgrounds and how this will be applied specifically for this contract? Tenderers are encouraged to demonstrate how their proposed team structure supports collaboration and meaningful involvement of smaller practices where appropriate. **Social Inclusion:** How will your organisation ensure social inclusion in the project. Tenderers must provide a statement / action plan of no more than 2 x A4 pages (including images).

Criterion D	Weighting	Maximum Marks	Minimum Marks
Value-add, innovation and continuous service improvement	5%	500	250

Title	**Value-add, innovation and continuous service improvement**
Description	Tenderers are required to outline their proposals on how they will apply ingenuity and innovation to the design and delivery of the spatial framework, including but not limited to: • Value-add services • Proposals for driving efficiencies • Driving innovation over the duration of the contract • Demonstrate approach to continuous service improvement in all aspects of the service, across all members of any team/consortium Tenderers must provide a statement / action plan of no more than 1 x A4 pages (including images).

Criterion E	Weighting	Maximum Marks	Minimum Marks
Cost	25%	2500	N/A

Title	**Cost**
Description	Refer to the Form of Tender in the Tender Response Document Ensure that all costs are included in the Pricing Schedule: • Resource and non-resource costs for delivery of the services • Daily rates for roles / skillsets • Other costs not included above The Delivery worksheet contained in the Pricing Schedule has been designed to allow for full flexibility by Tenderers to breakdown their delivery approach – how Tenderers break this down e.g., by Delivery Phase / by Deliverables, is up to themselves

NOTE 1: Tenderers should note that they must achieve a minimum rating of **50**% for criteria (A), (B), (C) and (D) in order to avoid elimination from the competition. Please note that in relation to criterion (E – Cost Criterion), tenders will be scored in inverse proportion to the maximum score, which will be allocated to the lowest cost valid tender not previously eliminated on qualitative grounds.

NOTE 2: Tenderers should ensure in their tenders that they provide detailed information in respect of all aspects of the contract award criteria as stated above. This will enable the awarding authority to assess fully the extent of their offers.

NOTE 3: Tie-Break Rules: MEAT Assessment

In the event that there are two or more highest ranked Tenderers that obtain the same total marks (i.e. a tie for the highest ranked Tenderer) the following tie-break rules will be adopted:

The Tenderer who has been awarded the highest marks for the total qualitative assessment (i.e. non-cost related element) of their Tender will be deemed to be the most economically advantageous tender ("MEAT").

In the event the Tenderers receive the same marks for the qualitative assessment of their Tender, the Tenderer who has been awarded the highest marks for "***A***. Methodology and Approach" will be deemed the MEAT.

In the event of the application of this tie-break rule not resulting in the determination of a MEAT, this approach will continue to be applied to each of the award criteria in the descending order listed below until such time as a MEAT can be determined:

Order of Tie Break Evaluation Criteria*:

1. **B.** Proposed Team and Contract Management

2. **C**. Sustainability and ESG

3. **D.** Value-add, innovation and continuous service improvement

4. **E.** Cost

In the unlikely event of the rules set out above failing to determine a MEAT, the preferred Tenderer shall be selected on the basis of random selection. In such a circumstance, representatives of each Tenderer that achieved the same highest marks

are invited to observe the random selection and Tenderers will be notified in advance of the time/date and location of the random selection procedure.

5.1 Methodology for Calculating the Cost Score

The following formula will be applied to the cost score:

The lowest cost tender that also meets all the minimum requirements of the qualitative award criteria will receive the maximum score achievable under this criterion. The scores of the other valid tenders will be calculated using the following formula:

Lowest Cost from a Bona Fide Tender	A
Cost for the tender being evaluated	**B**
Maximum Points available for Cost	2500
Formula employed	$\frac{2500 \times \mathbf{A}}{\mathbf{B}}$

5.2 Methodology for Calculating Scoring of Qualitative Criteria

Score	Meaning	Interpretation
90 – 100%	Outstanding	A very comprehensive response demonstrating extensive understanding offering full assurance to client – fully supported with no reservations.
80 – 89%	Excellent	An excellent response demonstrating excellent understanding offering assurance to client – strongly supported.
70 – 79%	Very good	A very good response demonstrating very good understanding offering assurance to client – fully supported.
60 – 69%	Good	A good response demonstrating good understanding offering assurance to client – well supported.

50 – 59%	Acceptable	An acceptable response demonstrating a minimum understanding offering assurance to client - satisfactorily supported.
Less than 50% is unacceptable		

Marks in the score ranges outlined above can be awarded where responses so merit additional marks.

5.3 Clarification / Verification Meetings

Award of contract may be subject to attendance at a clarification and verification meeting. It would be essential that the key personnel assigned to this contract should be available and present at this meeting. If required, tenderers will be notified of the date, time, agenda and format for such meetings as soon as possible.

A visit to the tenderer's premises may be required to clarify any questions or queries regarding the tender offer.

Tenderers should note that the Contracting Authority reserves the right to confirm that the financial and technical capacity of the tenderer is valid and unchanged prior to the award of any contract.

Refer to note re alternative meeting arrangements in Instructions to Tenderers section below.

5.4 Clarification of Abnormally Low Tenders

If the Contracting Authority considers the tender submission to be commercially unsustainable or otherwise problematic in light of the tendered price or any other financial matter (including proposed indicative hours), the tenderer shall be invited to provide clarification to the Contracting Authority in respect of all elements of the tender submission that the Contracting Authority deems relevant. Any failure to satisfactorily comply with such a request, or to satisfactorily address the Contracting Authority's concerns, may, at the discretion of the Contracting Authority, result in the elimination of the tender in question on the basis of it being considered abnormally low.

INSTRUCTIONS FOR TENDERERS

Please note that due to the current COVID-19 pandemic, facilitation of all meetings, site visits, and clarification meetings, as well as assessments of sample products, etc. (as applicable) is severely impacted.

Where possible the Contracting Authority will put in place alternative arrangements such as on-line meetings, etc. Likewise, anticipated dates (closing date for receipt of clarifications or tender submissions) may change. Suppliers will be kept fully up to date at all stages through the eTenders messaging platform.

(a) Sufficiency & Accuracy of Tender

Tenderers will be deemed to have examined all the documents enclosed and by their own independent observations and enquiries will be held to have fully informed themselves as to the nature and extent of the requirements of this tender.

(b) Tender Documents – Ambiguity, Discrepancy, Error, Ommission

Where tenderers consider that they are missing any documents which would prevent the submission of a comprehensive tender please contact Dublin City Council via the messaging facility on www.etenders.gov.ie as soon as possible.

Tenderers are required to inform Dublin City Council of any ambiguity, discrepancy or error in the Tender Documents. Dublin City Council shall, upon receipt of such notification, notify all Tenderers of its ruling in respect of any such ambiguity, discrepancy, error or omission. Such ruling shall be issued in writing and shall form part of the Invitation to Tender.

(c) Submission of Tenders via www.etenders.gov.ie

Tenders must be submitted electronically via the eTenders electronic tender facility on www.etenders.gov.ie only. Only Tenders submitted through the electronic tender facility will be accepted. Tenders submitted by any other means (including but not limited to by email, post or hand delivery) will not be accepted.

Please note that the eTenders electronic tender facility closes at the stated date and time precisely. It is the responsibility of Applicants / Tenderers to use the tender facility correctly, which includes taking responsibility for the safe and timely delivery of the tender.

Tenderers must ensure that they give themselves enough time to upload and submit all required documentation before the closing date/time. Tenderers should consider the fact that upload speeds vary. In order to submit a response to the electronic tender facility, please note that you must ensure you have submitted the response completely. It is advisable to familiarise yourself with the new eTenders platform prior to the closing date.

The Contracting Authority will not be responsible if an economic operator fails to upload their documentation or if the uploaded file(s) is/are corrupted and cannot be read by Dublin City Council.

In order to facilitate assessment, Applicants / Tenderers are kindly requested to submit a single attachment inclusive of the completed questionnaire(s)/ tender(s) and all related appendices.

Economic Operators should note the following when making their submission:

- There is a maximum upload limit of 100MB per tender submission.
- After submitting a response, the response may be modified and re-submitted as many times as may be necessary until the CfT deadline has expired.
- The 'Submit' button will be disabled automatically upon the expiration of the response deadline.

Below we provide an overview of the key steps. Please note that the Contracting Authority take no responsibility for these steps being the totality of the steps required as different processes may require different actions.

Should you experience difficulty when uploading documents or have any queries regarding the tender submission, please contact the eTenders helpdesk directly via phone +353 818001459, Email irish-eproc-helpdesk@eurodyn.com or select 'Contact Us' on the home page.

Accessing documents

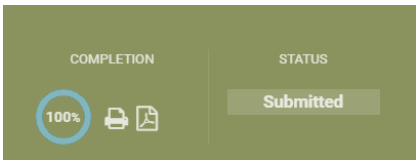
In order to download all documents associated with a particular Call for Tender, Economic Operators must express an interest in the Call for Tender by associating a user from your organisation with the CfT. It is important to note that you must ensure you ASSOCIATE your company with this tender competition. To do this you must do the following:

(a) Log-in to the system

(b) Locate the competition using the Advanced Search by Contracting Authority or Resource ID
(c) Click on the hyperlink for the competition which will bring you to the CfT Workspace
(d) In the Show CfT Menu for the competition click on the "Expression of Interest" in the drop-down menu
(e) Complete the "Association with the CfT" tab.
(f) This will then provide you with a link to "Tender" under the Show CfT Menu

Submitting your Tender

In responding to respond to a tender without an electronic ESPD, a number of steps are required. The final step involves clicking on a Submit button and receiving the following status:



(d) Closing date for Tenders

The closing date for tenders	Is **Friday 11 December 2026** at 12:00 (Irish time)

It is the responsibility of the tenderer to ensure that their tender is complete and is uploaded / submitted by the designated deadline.

(e) Queries

All queries regarding this tender should be submitted via the messaging facility on www.etenders.gov.ie. Please submit queries as soon as possible.

The closing date for queries	Is **Friday 27 November 2026** at **12:00** (Irish time)
Process for submitting queries	**Via www.etenders.gov.ie only**

In circulating responses, queries will be edited to avoid disclosing the identity of the querist and will be circulated to all parties who have expressed an interest in the procurement on the eTenders website.

(f) Qualification of Tenders

Please note that qualifications to a Tender may be considered a counter offer and may render the tender invalid.

(g) Extension of Tender Period

The Contracting Authority reserves the right, at its sole discretion, to extend the closing date for receipt of tenders by giving notice in writing (by post or electronic means) to all parties who have expressed an interest in the notice via eTenders no later than six days before the original closing date.

(h) Tender Validity Period

To allow sufficient time for Tender assessment a Tender Validity period of Twelve (12) months is required, this period commencing on the closing date by which the Tenders are to be returned.

(i) Amendment of Tender Documentation

Tenderers are prohibited from amending any text or content of forms or declarations or templates provided as part of this tender competition in their tender responses. Where amendments have been identified, the Contracting Authority may at its discretion eliminate the tenderer from further consideration.

(j) Collusive Tendering

If any Tendering Party is found to have, at any time, offered to give or to have agreed to offer or give to any person, any bribe, gift, gratuity, commission or consideration of any kind as an inducement or reward for taking or forbearing to take any action in relation to the obtaining of its Tenders, or for showing or forbearing to show any favour or disfavour to any person in relation to its Tenders, the bid submitted by such Tendering Party shall be automatically disqualified and the circumstances surrounding such action shall be referred to the appropriate authority.

(k) Confidentiality

The distribution of the tender documents is for the sole purpose of obtaining offers. The distribution does not grant permission or licence to use the documents for any other purpose.

Tenderers are required to treat the details of all documents supplied in connection with the tender process as private and confidential.

(l) Conflict of Interest

Any conflict of interest involving a tenderer (or tenderers in the event of a consortium bid) must be fully disclosed to the Contracting Authority. Any registrable interest involving the tenderer and the Contracting Authority or employees of the Contracting Authority or their relatives must be fully disclosed in the tender submission or should be communicated to the Contracting Authority immediately upon such information becoming known to the tenderer, 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. The terms 'registrable interest' and 'relative' shall be interpreted as per Section 2 of the Ethics in Public Office Act, 1995. Failure to disclose a conflict of interest may disqualify a tenderer or invalidate an award of contract, depending on when the conflict of interest comes to light.

(m) Anti-Competitive Conduct

Tenderers attention is drawn to the Competition Act 2002 (as amended, the "2002 Act"). The 2002 Act makes it a criminal offence for Tenderers to collude on prices or terms in a public procurement competition.

(n) Freedom of Information Acts

Tenderers should be aware that, under the Freedom of Information Act 2014 and the European Communities (Access to Information on the Environment) Regulations 2007 to 2014, information provided by them during this Competition may be liable to be disclosed.

Tenderers are asked to consider if any of the information supplied by them in their Tender should not be disclosed because of its confidentiality or commercial sensitivity. If Tenderers consider that certain information is not to be disclosed because of its confidentiality or commercial sensitivity, Tenderers must, when providing such information, clearly identify the specific sections of their Tender containing such information and specify the reasons for its confidentiality or commercial sensitivity. For the avoidance of doubt Tenderers may not assert confidentiality or commercial sensitivity over the entire Tender but must clearly identify the specific section containing such information. If Tenderers do not identify information as confidential or commercially sensitive, it is liable to be released in response to a request under the above legislation without further notice to or consultation with the Tenderer. The Contracting Authority will, where possible, consult with Tenderers about confidential or commercially sensitive information so identified before making its decision on a

request received. The Contracting Authority accepts no liability whatsoever in respect of any information provided which is subsequently released (irrespective of notification) or in respect of any consequential damage suffered as a result of such obligations.

(o) Data Protection

"Data Protection Laws" means all applicable national and EU data protection laws, regulations and guidelines including but not limited to Regulation (EU) 2016/679 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (the "General Data Protection Regulation"), the Data Protection Act, 2018 and any guidelines and codes of practice issued by the Data Protection Commission or other supervisory authority for data protection in Ireland from time to time.

The Contracting Authority will be a Controller (where Controller has the meaning given under the Data Protection Laws) in respect of any Personal Data (where Personal Data has the meaning given under the Data Protection Laws) required to be provided by the Tenderer in response to this Request for Tender.

The Tenderer, as Controller in respect of any Personal Data provided by it in its Tender, is required to confirm by way of statement in the "Declarations" section of the accompanying Tender Response Document that all Data Subjects (where Data Subject has the meaning given under the Data Protection Laws) whose Personal Data is provided by the Tenderer have consented to the processing of such Personal Data by the Tenderer, the Contracting Authority, the Evaluation Team and the supplier of the etenders.gov.ie website, for the purposes of the participation of the Tenderer in this Competition or that the Tenderer otherwise has a legal basis for providing such Personal Data to the Contracting Authority for the purposes of its participation in this Competition.

(p) Tax Clearance Certificate

It will be a condition of award of this contract and any subsequent contract that the successful economic operator(s) comply with all EU and national tax laws. Economic operators are referred to the Irish Revenue web site http://www.revenue.ie/. Non-resident economic operators should apply to the Office of the Revenue Commissioners, Non-Resident Tax Clearance Unit, Office of the Collector General, Sarsfield House, Francis Street, Limerick, Ireland; e-mail: nonrestaxclearance@revenue.ie.

(q) Confidentiality of Evaluation

After the official opening of Tenders, information relating to the examination, clarification, evaluation and comparison of Tenders and recommendations concerning the award of contract will not be disclosed to Tenderers or other persons not officially concerned with such process until the award of contract to the successful Tenderer has been announced and in conformity with national law.

(r) Publicity

Tenderers shall not undertake (or permit to be undertaken) at any time, whether at this stage or after the award of the contract, any publicity activity with any section of the media in relation to this tender/agreement other than with the prior written consent of the Contracting Authority. Such consent shall extend to the content of any publicity. For the purposes of this paragraph, the word "media" includes (but is not limited to) radio, television, newspapers, trade and specialist press, the Internet and e-mail accessible by the public at large and the representatives of such media.

The Contracting Authority will have the right to publicise or otherwise disclose to any third-party information regarding this process and the agreement.

(s) Clarification of Tenders

Dublin City Council may ask Tenderers for clarification of their Tenders, including breakdowns of unit prices. No change in the price or substance of the Tender shall be sought, offered or permitted. To assist in finalising the tender evaluation, selected tenderers may be invited to attend clarification meetings with Dublin City Council.

(t) Correction of Errors

Detailed pricing of all tenders will be examined for errors that might alter the tender pricing as determined from the figures on the tender form. Where a discrepancy arises between any figure submitted on the pricing element of eTenders versus the content of the Tender Submission, the Tender Submission figures will be used in the assessment.

In the case of manifest errors - where there is a discrepancy between the unit price and the total amount derived from the multiplication of the unit price and the quantity, the unit price as quoted will normally govern.

The amount stated in the tender form will be adjusted by the Contracting Authority in accordance with the above procedure and, with the agreement of the tenderer, shall

be considered as binding upon the tenderer. Without prejudice to the above, a tenderer not accepting the correction of their tender as outlined may have their tender rejected.

(u) Replacement Personnel

Notification must be sent via www.etenders.gov.ie as soon as possible to the Contracting Authority on any proposed change of nominated personnel, such change to be subject to the written approval of the Contracting Authority. Replacement personnel must be of equal or better standing than the existing personnel in terms of qualifications and experience.

(v) Change in Composition of a Tender

Dublin City Council reserves the right, but is not obliged, to disqualify any Tenderer that makes any change to its composition after submission of a Tender.

(w) Notification of Tender Evaluations

All tenderers will be informed of the outcome of their tenders following tender evaluation and any necessary clarifications. The Contracting Authority will issue a Letter of Regret with the name of the winning tenderer(s) and the scores of the tenderer and the winning tenderer.

(x) Award of Contract

In accordance with the procurement regulations Dublin City Council will not award the contract for a period of at least 14 days*]* after notification of the outcome is sent to tenderers.

When appropriate an award notice will be despatched to the Official Journal of the European Union announcing the results of the competition no later than 30 days after the award of the contract. It should be noted that it is standard practice for the Client to include the price of the winning tender or the range of prices of tenders received in the publication of the award notice as required under European procurement rules.

Dublin City Council reserves the right not to proceed with the competition at any stage or not to award a contract.

(y) Possible TUPE Considerations

Participants are advised that in the event of significant transfer of undertakings, businesses or parts of businesses, the provisions of SI 131 of 2003 *European*

Communities (Protection of Employees on Transfer of Undertakings – TUPE) *Regulations 2003* may apply. The successful tenderer will therefore be required to indemnify the contracting authority fully in respect of any losses, damages, costs or expenses of any kind incurred arising from their compliance with the TUPE Regulations.

At tender stage, tenderers will be required to inform themselves by their own enquiries as to the potential applicability of the TUPE Regulations and to take this factor into account when preparing their tenders, which will be deemed to include all the potential costs likely to be incurred as a result of any ensuing obligations under TUPE.

(z) Cost of Preparation of Tender

Dublin City Council will not be liable for any costs incurred by tenderers in the preparation of proposals or any associated work effort. It is the responsibility of the tenderer to ensure that they are fully aware and understand the requirements as laid down in this document. Tenderers will be responsible for any costs incurred by them in the event of their being required to attend clarification or other meetings or make a presentation of their Tender.

GENERAL INFORMATION RELEVANT TO SUCCESSFUL TENDERERS

(i) Currency and Payments

The currency and invoices in which all prices and rates shall be tendered, and which payments under the contract will be paid, shall be Euros (€). All prices and rates quoted should be exclusive of VAT.

Invoices shall be submitted in accordance with the terms agreed with the Contracting Authority.

The Council undertakes to make all payments solely under the terms of the European Communities (Late Payment in Commercial Transactions) Regulations 2012.

(ii) Withholding Tax

Where applicable, payments shall be subject to Irish 'Professional Services Withholding Tax' at the prevailing rate (currently at 20%) as laid down by the Revenue Commissioners in Ireland. Non-residents may be able to reclaim such deducted Tax from the Office of the Revenue Commissioners in Ireland, International Claims Section located currently at Government Buildings, Nenagh, Co. Tipperary, Ireland (Tel: +353-67-63400).

(iii) Irish Legislation and Law

Tenderers should be aware that national legislation applies in other matters such as Employment, Working Hours, Official Secrets, Data Protection and Health and Safety. Tenderers must have regard to statutory terms relating to minimum pay and to legally binding industrial or sectoral agreements in the Contracting Authority tenders and in delivering contracts awarded to them. The contract[s] awarded on foot of this tender process will be governed by Irish law.

(iv) Dignity at Work

The successful tenderer(s) shall comply with all relevant legislation relating to dignity at work. As a public body and employer, the Contracting Authority is committed to a policy of equality of opportunity for all personnel.

In line with the Disability Act 2005, accessibility requirements should be clearly stated in request for tenders / quotations where applicable. Under Section 27 of the Act the Contracting Authority is required to ensure that both the goods supplied, and services provided to it are accessible to persons with disabilities.

(v) Change in Law

As a condition of award, it shall be the sole responsibility of the tenderer (in the event of success in this competition) to fulfill the obligations under the Contract, notwithstanding any changes in circulars, laws, regulations, taxation, duties or other factors which might arise following the withdrawal of the United Kingdom from membership of the EU.