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2025

# NORTH WEST COMMUNITY WEALTH BUILDING PARTNERSHIP PROSPECTUS



**NORTH WEST**  
COMMUNITY WEALTH  
BUILDING PARTNERSHIP



Department for  
**Communities**  
[www.communities-ni.gov.uk](http://www.communities-ni.gov.uk)

**DTNI**  
EMPOWERING LOCAL COMMUNITIES



## Table of Contents

<b>1.</b>	<b><i>Introduction to Community Wealth Building</i></b>	<b>3</b>
	Five Pillars of Community Wealth Building	3
	DTNI Role in Community Wealth Building	4
	<b>Community Wealth Building Partnerships Roadmap</b>	<b>4</b>
	<b>Placed Based Partnerships</b>	<b>5</b>
<b>2.</b>	<b><i>The North-West Community Wealth Building Partnership</i></b>	<b>6</b>
	Introduction	6
	The North-West Community Wealth Building Partnership	6
	Aggregated social impact of the NWCWBP anchor organisations	8
	Work completed to date	9
	Future planning	9
<b>3.</b>	<b><i>Strategic and Policy Context</i></b>	<b>10</b>
	Northern Ireland Economic and Social Context	10
	Department for Communities: Recommendations to advance Community wealth building in Northern Ireland [From The Independent Advisory Panel on Community Wealth Building to The Minister for Communities]: October 2022	10
	DfE New Approach	11
	Invest NI Sub Regional Economic Plan [October 2024]	12
	DCSDC – Inclusive Strategic Growth Plan: Our Community 2017-32	13
	DCSDC – City Deal and Inclusive Future Fund	13
	DCSDC – Local Development Plan 2032	14
	DCSDC - Pathways Out of Poverty [Anti-Poverty Action Plan for the DCSDC area 2025-2035]	15
	Queens University – Queens Communities and Place [QCAP]	15
<b>4.</b>	<b><i>Need: The Case for the North-West</i></b>	<b>16</b>
	Socio economic context [2021 Census]	16
	Deprivation	16
	Regional disparity	17
	North-West specific disparity	18
	Rationale for interventions in the North-West	20
	Summary of key priority actions for the DCSDC area	20
	Focus of potential projects against key economic priorities	21
<b>5.</b>	<b><i>Progress, Opportunities and Potential Projects</i></b>	<b>22</b>
	What is NWCWBP addressing	22
	Progress	22
	Measurement and metrics	37

<b>6. Conclusions.....</b>	<b>38</b>
Strategically .....	38
The North-West Community and Voluntary Sector .....	38
Administration Challenges .....	38
<b>7. Appendices.....</b>	<b>39</b>

## Table of Figures

Figure 1: DTNI Roadmap for Community Wealth Building .....	4
Figure 2: NWCWB Partner organisations .....	7
Figure 3: NWCWBP Aggregated Social and Economic Impacts.....	8
Figure 4: DCSDC Strategic Growth Plan.....	13
Figure 5: Domains of deprivation .....	16
Figure 6: LGD ranking .....	18

A photograph of two people on paddleboards on a body of water at dusk. The person in the foreground is standing on a blue paddleboard, wearing a black wetsuit and a green life vest. The person in the background is also on a paddleboard, wearing a similar outfit. The water is calm, reflecting the city lights and the sky. In the background, a city skyline is visible under a twilight sky, with a bridge structure on the right side.

# 1

## Introduction to Community Wealth Building



# 1. Introduction to Community Wealth Building

The Department for Communities through the Independent Advisory Panel on Community Wealth Building, presents Community Wealth Building [CWB] as a fast-emerging new approach to economic development that seeks to transform local economies based on direct community ownership and control of assets and wealth by the people of those communities themselves. CWB seeks to transcend the limitations and failings of existing economic development approaches by tackling social, economic, and ecological challenges head on. CWB is economic system change, starting at the local level, enacted from the ground up. It represents in microcosm a new approach to a more democratic and inclusive economy.

In recent years, CWB has been spreading far and wide, with many governments across the UK, including the devolved governments of Scotland and Wales, taking up CWB or elements of CWB strategy. It is also spreading internationally, including in Ireland, North and South, and has recently been included in the strategic plan of the U.S. federal government’s Department of Housing and Urban Development [HUD].

## Five Pillars of Community Wealth Building

CWB focuses on developing targeted strategies and approaches across five interrelated pillars of the local economy to harness existing resources and enable local economies to grow and develop from within.

<b>Plural Ownership</b>
A thriving local economy should have multiple forms of business enterprise, including worker and consumer cooperatives, social enterprises, municipal enterprise, and more, based on the recognition that the ownership of productive capital is at the heart of where power lies in any political-economic system.
<b>Locally-Rooted Finance</b>
Government and local institutions should redirect money in service of the real economy of production and consumption rather than financial speculation and extraction through public and community banks, credit unions, targeted public pension investments, and kindred strategies.
<b>Fair Employment and Just labour Markets</b>
Every worker must receive a living wage and real power in and control of their workplace for decent work and conditions and advancing employment rights.
<b>Socially Productive Use of Land and Property</b>
Land and property assets should be deployed to build real wealth in communities, bring local land and real estate development back under community control, and combat speculation and displacement.
<b>Progressive Commissioning, Sourcing and procurement of Goods and Services</b>
Local governments and place-based “anchor institutions” should lead with commissioning and procurement practices that re-localise economic activity, build local multipliers, and end leakage and financial extraction.

## DTNI Role in Community Wealth Building

Development Trust Northern Ireland (DTNI) is the lead support agency in NI that committed to the process of Community Wealth Building and has provided support to the development of the North-West Community Wealth Building Partnership in the development of its action plan.

DTNI establishes the importance of Community Wealth Building, as follows.

Community Wealth Building offers local places the building blocks to help set the course for the fair and just transformation of our economy. Awareness of, and support for, Community Wealth Building strategies is growing, and impactful examples of community wealth practices already exist in localities across Northern Ireland



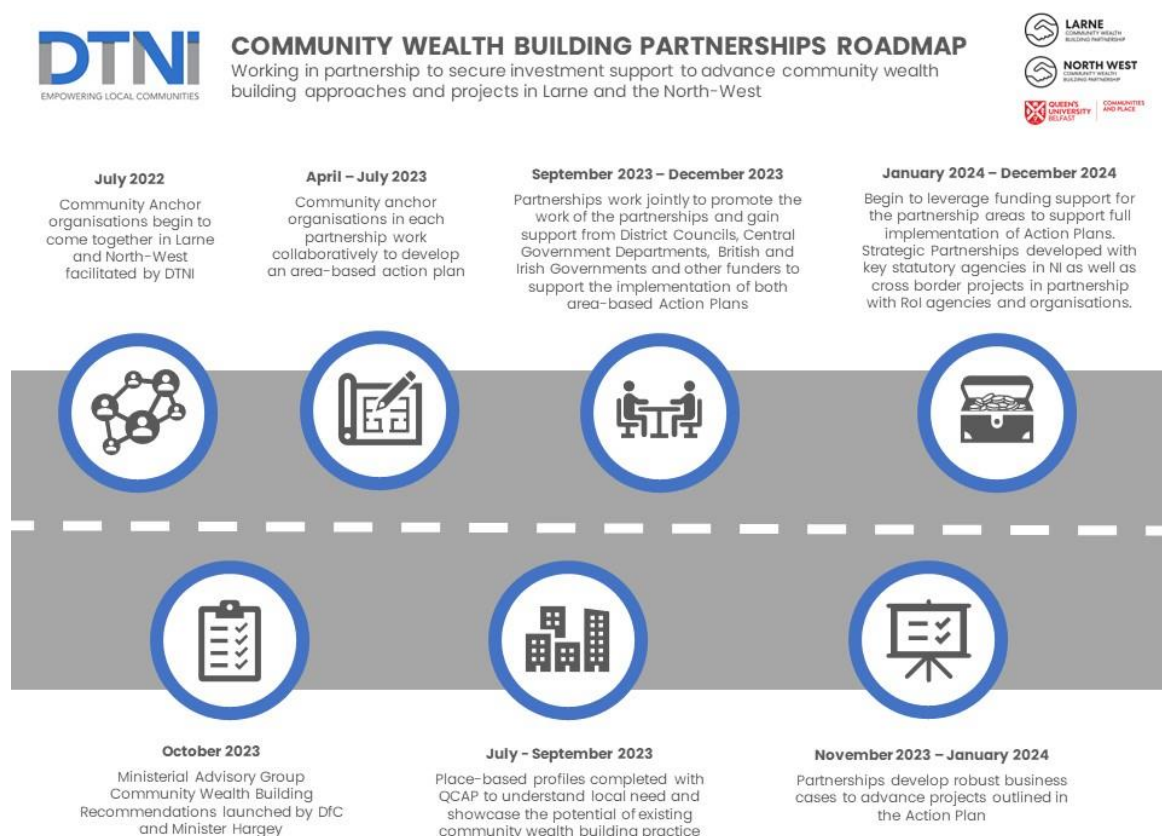
"Community Wealth Building is a fast-emerging new approach to economic development that seeks to transform local economies based on direct community ownership and control of assets and wealth by the people of those communities themselves."



"There are high levels of vulnerability and inequality across the North-West and Larne that require significant and often complex support; our economic performance requires improvement to facilitate the social and financial resilience and independence of our residents; both areas have a high proportion of children living in poverty, and both areas have a high dependency on several key sectors. At the same time, resources continue to be scaled back."

## Community Wealth Building Partnerships Roadmap

Figure 1: DTNI Roadmap for Community Wealth Building



## Placed Based Partnerships

Two place-based partnerships have been established on a pilot basis within Northern Ireland:

- North-West [DCSDC area]
- Larne

Each place-based partnership is led by community anchor organisations that are working collaboratively to bring economic, social, and environmental improvements that are measurable and sustainable for individuals and communities living across their respective areas.

These anchor organisations are based or operate close to the most deprived neighbourhoods so have the capacity to build community wealth in terms of recycling their income locally by creating new jobs or building local supply chains with other businesses—both social and private.

The formation of each Community Wealth Building partnership has been curated through technical support from DTNI and members of each respective partnership have worked closely together since July 2022. Although the membership profiles in each place are different, many of the economic and social challenges affecting local communities remain the same.

Both in Larne and the North-West as well as other places across Northern Ireland there is a well-developed community infrastructure, and a thriving social enterprise sector, the credit union sector is one of the largest in Europe, and social finance has grown in response to local demand.

Furthermore, the size and strength of the public sector in Northern Ireland is a key building block for coordinating Community Wealth Building approaches and offers a baseline of economic stability and means of resilience in a period of crisis.

A young boy with glasses, wearing a school uniform, is holding up a large, yellow letter 'C' with both hands. He is standing in front of a large banner that reads 'Little Wonders' in a playful, bubbly font. The banner is yellow with blue outlines. The background is a blurred indoor setting, possibly a school hallway or a community center. The overall image has a teal overlay.

# 2

## The North-West Community Wealth Building Partnership



## 2. The North-West Community Wealth Building Partnership

### Introduction

Since the publication of an independent set of recommendations by the Department for Communities in October 2022, two pilot partnerships facilitated by DTNI have been developed to explore the possibility of place-based working and to advance Community Wealth Building practices locally across Northern Ireland. These pilot partnerships are based in Larne and the North-West respectively and are led by community anchor organisations but also include direct input and involvement from institutions in the public and local private sectors.

### The North-West Community Wealth Building Partnership

The North-West Community Wealth Building Partnership [NWCWBP] is a practical approach to economic development that changes the way that our local economy functions, retains more wealth locally and offers more opportunities for the benefit of local people.

The North-West Community Wealth Building Partnership is made up of 25+ community anchor organisations that work in partnership to support inclusive economic growth, create more sustainable places and improve the lives of local people living across the Derry City and Strabane District Council area.

Mission
‘to improve local social and economic outcomes for local people through the development of a Community Wealth Building Partnership approach in the North-West’

A central purpose of the partnership is to lobby and advocate for the advancement of Community Wealth Building approaches within central and local government. This will involve working to deliver a collaborative, and participative approach to the management of local services, land, and physical or natural assets across the North-West, enabling better delivery outcomes and more opportunities for people and communities to shape their own lives.

The partnership will draw on its own experience and collective capabilities to develop more inclusive economies that aim to promote fair employment, the creation of resilient local supply chains and a more diverse business base, ensuring that wealth is locally owned and leverages maximum benefits for communities across the North-West region.

The community and anchor organisations and social partners that make up the NWCWBP are:

Community Anchor Organisations		
The Nerve Centre	An Gaeláras	Old Library Trust
The Playhouse	Holywell Trust	Triax Neighbourhood Management
Enterprise North-West	Destined	Meenan Square Developments
New Gate	Rath Mor Creggan Enterprises	St. Columb's Hall Trust
Bogside Brandywell Health Forum	Bready & District Ulster Scots Development Association	Derg Valley Care & Healthy Living Centre
Gasyard Development Trust	Sollus	Derry City and Strabane District Council
Developing Healthy Cities	Foyle Foodbank	Glen Development Initiative
Newgate Arts & Culture Centre	Strabane Health Improvement project	St. Columb's Park House
Rural Area Partnership in Derry	Apex Housing	North West Community Network
Social Partners:		
Northern Ireland Housing Executive, North West Regional Collage, Ulster University, Londonderry Chamber of Commerce, Western Health and Social Care Trust, Department for Communities (North West Office)		

Figure 2: NWCWB Partner organisations



These community anchor organisations are generally geographically clustered around Derry's and Strabane's Urban Core. Their location correlates strongly with five existing local Neighbourhood Renewal Areas of:

- Outer North Derry
- Outer West Derry
- Triax Cityside
- Waterside
- Strabane

### Aggregated social impact of the NWCWBP anchor organisations

The community anchor organisations that represent the NWCWBP collectively demonstrate financial diversity, marked particularly by social enterprises working at considerable scale with a strong asset base across the Derry City and Strabane council area.

Figure 3: NWCWBP Aggregated Social and Economic Impacts



**The aggregated financial analysis also shows how in general partnership organisations are asset rich, generate high levels of revenue, operate with substantial surpluses, and employ significant numbers of people both in full and part-time roles. They also return a high proportion of unrestricted income which allows them to support competitive salaries as well as enable supply chain development across Derry City and Strabane, the North-West region, and beyond into border counties such as Donegal.**

When each partnership community anchor member postcode is matched against Indices of Multiple Deprivation, there is a clear relationship between the location of their organisation and the degree of deprivation. Community anchor organisations in the partnership generally operate in the first and second decile of Northern Ireland's most deprived Super Output Areas [see section 4, Deprivation].

## Work completed to date

A summary of work completed to date includes:

- QCAP continuing to support through the validation of data and research
- Ongoing presentation of the NW CWB Partnership as a model of best practice to local councils across NI, government departments and agencies
- DCSDC Community Asset Transfer Policy & Procurement [Social Value]
- Social Value Policy being reviewed by DCSDC to capitalise upon opportunities within City Deal projects
- Working with local Credit Unions to explore new and innovative ways to finance social enterprise projects locally
- Ongoing discussions and spin outs with key social partners to explore potential collaboration/partnership locally alongside private sector and other statutory agencies
- Cross Border Partnerships developed with RoI Local Development Companies

## Future planning

- Continue to develop and expand the NW CWB Partnership with Community Anchor Organisations alongside Social Partners
- Continued involvement & implementation of NW CWB Action Plan to ensure alignment with local and national strategies
- Secure required resources to support the Partnership to build upon and expand work completed to date across the North-West
- Need to ensure 'City Deal' delivers upon its Sustainability and Inclusivity commitment through a Community Wealth Building approach. The NWCWBP can support DCSDC in ensuring that there is socially inclusive growth in the local economy and local people from all sections of the community can benefit and prosper
- Need dedicated 'will & support' within local/central government departments & political parties to progress key actions e.g. access to FTC, community asset transfer, procurement legislation [councils], and others



3

## Strategic and Policy Context



REDUCE  
REUSE  
RECYCLE  
REDESIGN  
+ COMPOST



### 3. Strategic and Policy Context

#### Northern Ireland Economic and Social Context

The Department for Communities convened an independent Minister's Panel on Community Wealth Building within the Northern Ireland Executive. The independent panel on Community Wealth Building presents a back drop of growing political, social and ecological difficulty with international war and inflation de-stabilising long-standing policy approached and responses.

The panel further presents the impact of the current cost of living crisis is significantly detrimental to wage levels and living standards – both of which have been declining for a numbers of years. Coupled with government policies of austerity and the impact of Covid-19, there is diminished community economic resilience while decades of underinvestment and productivity challenges have led to a low-wage, low-skills economy in Northern Ireland that remains highly vulnerable to external shocks. Deep economic and regional inequalities persist and are worsening. And the looming civilisational threat of climate change calls into question many of the fundamental assumptions of a four-decades-old economic model predicated on growth.

#### **Department for Communities: Recommendations to advance Community wealth building in Northern Ireland [From The Independent Advisory Panel on Community Wealth Building to The Minister for Communities]: October 2022<sup>1</sup>**

This report was produced by the independent Minister's Advisory Panel on Community Wealth Building [CWB] convened by Deirdre Hargey, Minister for Communities within the Northern Ireland Executive. The Minister's Advisory Panel [MAP] is made up of five members selected based on their knowledge of, and expertise in, CWB and related fields, locally and internationally.

The findings of the report present a requirement to address issues specific to the five pillars of Community Wealth Building in Northern Ireland.

Plural ownership
<ul style="list-style-type: none"> <li>▪ Adopt, deliver, and resource a social economy strategy for Northern Ireland</li> <li>▪ Establish a CWB/social enterprise fund</li> <li>▪ Review and realign existing financial levers to support the social economy</li> <li>▪ Explore the potential for cooperatives, employee ownership, and worker buyouts</li> <li>▪ Expand democratic ownership, control, and participation in the public sector through democratisation of public services and innovative public enterprise models</li> <li>▪ Experiment with spatial interventions within an area-based framework.</li> </ul>
Locally rooted finance
<ul style="list-style-type: none"> <li>▪ Explore the potential for a public investment bank as an intermediary for social and green lending</li> <li>▪ Establish a Community Wealth Building pilot programme fund</li> <li>▪ Conduct an audit of underutilised financial instruments and repurpose them for Community Wealth Building ends</li> </ul>

<sup>1</sup> <https://www.communities-ni.gov.uk/sites/default/files/publications/communities/dfc-independent-report-advance-community-wealth-ni.pdf>

<ul style="list-style-type: none"> <li>Strengthen the role of community finance as a key partner to distribute and diversify funding and financing away from government</li> <li>Embed participatory budgeting practices across local authorities in Northern Ireland</li> </ul>
<b>Fair employment and just labour markets</b>
<ul style="list-style-type: none"> <li>Deploy the available levers of Government and public anchor institutions in support of fair pay and working conditions</li> <li>Harness the power of collective bargaining for social and economic benefit</li> <li>Put the Real Living Wage on a statutory basis</li> <li>Integrate CWB into Labour Market Partnerships and efforts to broaden access to employment</li> <li>Labour market planning to meet the needs of the future through a comprehensive industrial strategy</li> </ul>
<b>Socially productive use of land and property</b>
<ul style="list-style-type: none"> <li>The Department for Communities should prepare a new Community Asset Transfer Delivery Framework based on comprehensive legislation to ensure effective and efficient community asset transfer across public bodies in Northern Ireland</li> <li>Develop a capital and revenue-based funding programme to support asset transfer</li> <li>Develop a dedicated programme on Community-led Housing</li> <li>Evaluate the public sector asset register for the potential for community asset transfer</li> <li>Strengthen skills across the public and community sector</li> </ul>
<b>Progressive commissioning, sourcing and procurement of goods and services</b>
<ul style="list-style-type: none"> <li>Develop a Public Sector Transformation Academy for Northern Ireland</li> <li>Develop a robust system for the consistent recording, monitoring and policing of social value outcomes</li> <li>Deliver social value through working in partnership</li> <li>Introduce a Social Value Act and/or make direct changes to procurement guidance</li> </ul>

## DfE New Approach

DfE are committed to:

Addressing economic disparities and inequalities at sub-regional level will be considered when developing all macro interventions. Enhanced regional competitiveness must not come at the expense of sub-regional balance. Utilising unique and bespoke solutions for place-based persistent problems will be developed alongside macro initiatives. Empowerment of localities and places will be at the forefront of regional balance. Building economic capacity and capability will start at local level.

## Invest NI Sub Regional Economic Plan [October 2024]

The Sub Regional Economic Plan has strong alignment to the principles of Community Wealth Building and commits to a locally led approach which places regional balance at its heart, and which enshrines partnership working. There is commitment to ensuring that local communities will be empowered to identify their own economic priorities.

The sub regional plan presents that through local partnerships, central government, Invest NI, Councils, and the network of education providers and civic society, will work together to identify the main barriers to economic development, and the interventions that will unlock the area's potential. Interventions could involve support for local clusters, investment in skills programmes, or quicker planning decisions.

The plan is a key feature of Invest NI's new Business Strategy. This strategy commits Invest NI to a regional approach that will include an expansion of its regional footprint and increase its capacity and capability in the regions. Invest NI is committed to more collaboration with partners and stakeholders in the regions to promote and support local economic development by playing a greater leadership and advocacy role, both in, and for, regional economic development. Invest NI's focus includes building out a more regionally balanced, sustainable, productive, and prosperous Northern Ireland economy.

Specific commitments include:

Increased productivity	Below UK average and ranks 10 <sup>th</sup> out of 12 UK regions
More good jobs	Higher evidence of zero hours contracts. Lower levels of salaries on or above the RLW
Regional balance	Evidence of persistent regional disparity. DCSDC employment rate significantly low
Decarbonisation	Ongoing need to reduce GHGs



## DCSDC – Inclusive Strategic Growth Plan: Our Community 2017-32

### Vision

A thriving, prosperous and sustainable City and District with equality of opportunity for all

Figure 4: DCSDC Strategic Growth Plan



The three core strands of the Inclusive Strategic Growth Plan are fully relevant to the proposals established by the NWCWBP which address issues pertaining to economic development, social well-being and the reduction of GHG emissions.

## DCSDC – City Deal and Inclusive Future Fund

The 'City Deal' is an inclusive partnership involving DCSDC, the Ulster University, the Western Health and Social Care Trust, North-West regional College and C-TRIC [Clinical Translational Research and Innovation Centre], with funding secured from the UK Government and the Northern Ireland Executive.

The City Deal will support a number of key projects:

### Innovation, Digital and Health Pillar

**£39m: Cognitive Analytics and Digital Robotics Innovation Centre [CADRIC]**, comprising new Centres of Excellence for Innovation in Data Analytics and in Advanced Manufacturing and Robotics to be developed by Ulster University in a combined new facility on a site along the Strand Road campus frontage opposite the Derry City and Strabane District Council headquarters building

**£61m: School of Medicine and Personalised Medicine Centre** comprising new teaching and Research accommodation at Ulster University's campus at Magee, Derry~Londonderry, a new MedEdWest teaching facility at Altnagelvin Hospital and a new build extension to the existing Clinical Translational Research Centre [C-TRIC] facility at the Altnagelvin site.

**£15m: Smart Cities and Digital Enabling Infrastructure Programme** comprising the development of digital enabling infrastructure, a SMART energy pilot, digital transformation challenge funding and a new Innovation hub to be developed in or adjacent to Ulster University, Derry~Londonderry at Strand Road and the North-West Regional College.

Regeneration, Tourism and Renewal Pillar
<b>£102m: Strabane Town Centre Regeneration</b> project on the Canal Basin site comprising a new North -West Regional College Campus, a new Strabane Health Hub, a new Pedestrian / Active Travel Bridge [DfI], a new Council leisure facility as well as associated public realm and environmental improvements.
<b>£45m: Derry Central Riverfront Regeneration</b> comprising roads realignment, streetscape enhancement and creation of an active travel corridor along Strand Road and Queens Quay. The creation of new civic spaces including University Square, Harbour Square/ Victoria Market, Peace Bridge Landing Point & Whitaker Street. This will provide a catalyst for the development/redevelopment of several significant vacant and underutilized sites to drive investment and economic growth.
<b>£13m: Derry~Londonderry on the North Atlantic [DNA] Museum</b> ~ a new iconic museum visitor attraction on the Ebrington site.
<b>£18m: Walled City Tourism / Economic Investment</b> creating reimagined spaces & places within the Walled City including pedestrian priority, lighting, animation, public realm and wayfinding investment as well as the repurposing of the Tower Museum and integration with the Craft Village.

The City Deal incorporates several themes that are relevant to the NWCWBP prospectus, including:

- Innovation, Digital & Health
- Sustainability & inclusivity
- Regeneration & renewal
- Job creation, skills & employability

## DCSDC – Local Development Plan 2032

Vision
‘To make Derry City and Strabane District a thriving, prosperous and sustainable area – Planning for balanced and appropriate high-quality development, whilst protecting our environment and also promoting wellbeing with equality of opportunity for all’

The Local Development Plan contains several thematic commitments which are relevant to the proposals contained within the NWCWBP prospectus, including:

- Planning for a sustainable District, with a strong Derry, Strabane and vibrant rural areas, as the focus of the North-West Region
- Creating Jobs and Promoting Prosperity
- Accommodating People and Facilitating Communities
- Enhancing the Environment, Creating Places and Improving Infrastructure

The RDS 2035 and the National Planning Framework [NPF, Project Ireland 2040, 2018] both identify Derry-Letterkenny as the regional growth centre[s] for the North-West, being a metropolitan city region of up to 350,000 population. Derry City itself is identified as a linked gateway for Northern Ireland and is expected to grow in population and jobs as an economic driver for the North-West region. In strategic spatial planning terms, economic development of the District / NW Region is required for balanced regional development and is intended as a counterweight to potential ‘over-heating’ of the Dublin – Belfast economic corridor.

## **DCSDC - Pathways Out of Poverty [Anti-Poverty Action Plan for the DCSDC area 2025-2035]**

The scope of the action plan presents that focus should be given to actions that could be delivered locally and form the basis of both mitigation and prevention of poverty within the Derry City & Strabane District Council area.

Four key themes are prioritised:

<b>Lobbying &amp; advocacy</b>
how we can influence and affect change to support the most vulnerable in our communities
<b>Access to support</b>
how we can improve access to and delivery of our local support system
<b>Skills &amp; employment</b>
how we can help improve employability outcomes and local labour market conditions
<b>Supporting communities</b>
how we can encourage resilience in our communities through partnership working

## **Queens University – Queens Communities and Place [QCAP]**

QCAP<sup>2</sup> along with DTNI has played a supporting role in advancing the North-West CWB Partnership by providing specialised research expertise and data analytics tailored to its unique area-based context. This collaborative approach has enabled the Partnership to develop evidence-based strategies that address local economic needs while curating an action plan and actions that support the development of impactful community-wealth building projects in the short, medium and long term.

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2

<https://www.qub.ac.uk/sites/qcap/news/QCAPSupportstheAdvancementofCommunityWealthBuildingApproachesinNI.html>





# 4

## Need: The Case for the North-West



## 4. Need: The Case for the North-West

### Socio economic context [2021 Census]

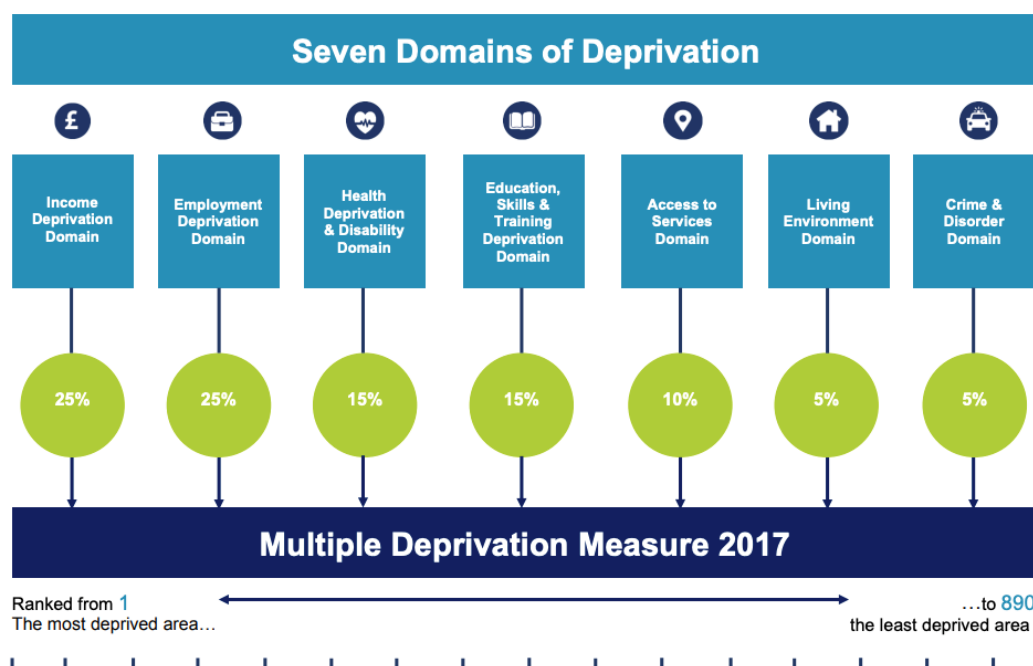
The DCSDC area presents the following summary demographics

Population
<ul style="list-style-type: none"> <li>Population of 150,756 – up by 2% since 2011</li> <li>60,935 households – up by 10% since 2011</li> <li>A decreasing proportion of ‘younger people’</li> <li>An increasing proportion of ‘older people’</li> </ul>
Labour Market & Qualifications
<ul style="list-style-type: none"> <li>28% of the population have ‘no qualifications’</li> <li>45% of the population are economically inactive</li> <li>51% are in employment</li> <li>4% are unemployed</li> <li>The labour market is dominated by public administration, education &amp; health [35%]</li> <li>Professional occupations account for 20% of jobs</li> </ul>
Health & Care
<ul style="list-style-type: none"> <li>76% of the population enjoy health which is ‘Good’ or ‘Very Good’</li> <li>27% of the population identify health as ‘limiting’</li> <li>37% of the population report at least 1 health issue</li> </ul>

### Deprivation

In Northern Ireland, ‘deprivation’ is measured against 7 recognised ‘domains’.

Figure 5: Domains of deprivation



These domains have been analysed [from census data] to produce a domain specific deprivation ranking of the 890 Super Output Areas [SOAs] in Northern Ireland [1 being most deprived ... 890 the least deprived].

In the context of the DCSDC area, the relevant SOAs demonstrate high levels of deprivation ranking. There are 20 SOAs in the DCSDC area that are within the 100 most deprived in Northern Ireland.

SOA	Rank	SOA	Rank	SOA	Rank
East	1	Culmore 2	22	Shantallow West 3	51
Crevagh 2	3	Shantallow West 2	27	Carn Hill 2	59
Strand 1	5	Creggan South	33	Rosemount	68
The Diamond	6	Ballycolman	37	Creggan Central 2	69
Creggan Central 1	10	Ebrington 2	38	Shantallow East	86
Brandywell	13	Clondermot 1	43	Glenderg	90
Shantallow West 1	19	Westland	45		

The analysis shows that deprivation has extended outside traditional inner-city areas and suburban housing estates. Not only has the spatial distribution widened, but deprivation has also intensified in some places. This is, in part because of growth, especially in the Belfast Metropolitan Area, and how that in turn has impacted employment and income in some inner city SOAs. In comparison, growth in Derry City and Strabane is not at the scale nor spatial distribution to impact on the most excluded places.

### Regional disparity

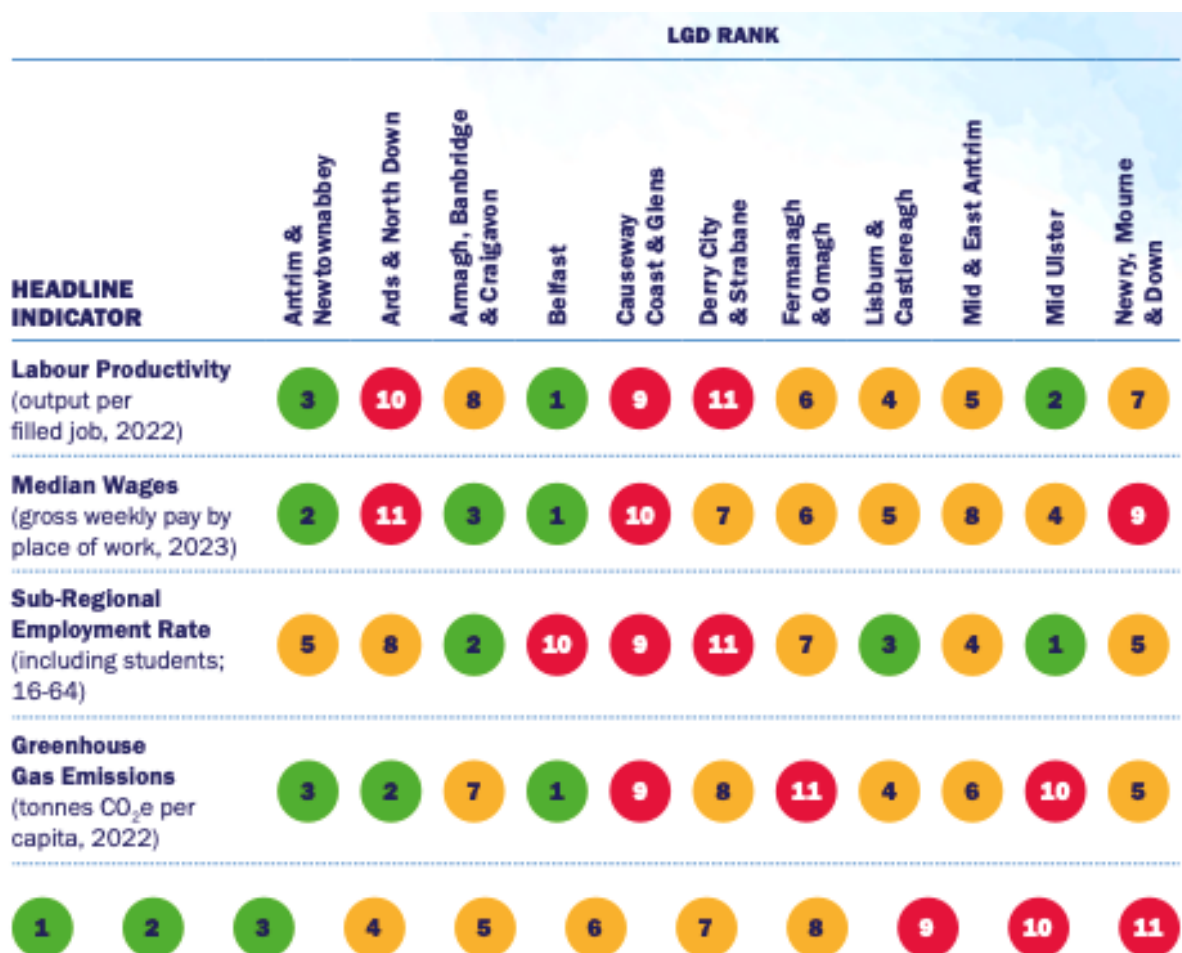
Invest NI's sub regional economic plan<sup>3</sup> identifies that:

'Many of these areas [DCSDC areas] suffer from an economic disadvantage despite all having potential for growth, and in many cases, there are areas of inequality common across neighbouring councils which suggests that collaborating and working together to tackle the problems at scale could be more effective. Even those that are doing relatively well compared to others still fall below the NI average due to the distortive effort of one or two areas that are disproportionately far ahead'

<sup>3</sup> <https://www.economy-ni.gov.uk/sites/default/files/publications/economy/subregional-economic-plan.pdf>

In the core areas of priority, the DCSDC area ranks poorly versus other local authority areas:

Figure 6: LGD ranking



## North-West specific disparity

### Summary demographics of the DCSDC area

#### Population demographics



#### Population

**150,836**

Residents

**7.9%**  
of Northern Ireland  
population

Male **49%** Female **51%**

Rural Population  
**54,544**

No. of Households  
**60,900**  
No. of Households in Poverty  
**11,060 (16%)**  
N.I. Average **16%**

Age Profile  
0-15yrs: **21%** 16-65yrs: **63%**  
N.I. Average **20%** N.I. Average **62%**  
65+yrs: **16%**  
N.I. Average **18%**

## Education

No. in Primary & Post-Primary Education (22/23)  
**28,581**

No. of School Leavers Achieving 5 GCSEs+ (incl. English & Maths) (22/23)  
**74.8%**  
N.I. Average **76.1%**

Pupils in Primary & Post-Primary Education entitled to Free School Meals (22/23)  
**10,791.28 (38%)**

## Employment



### Status of Working Age Adults

Employed: **66%**

N.I. Average **72%**

Unemployed: **3%**

N.I. Average **2%**

Inactive: **31%**

N.I. Average **26%**

## Positives

Factor	Local Authority Area Rank
Business birth rate	2 <sup>nd</sup>
New FDI jobs [2015-2022]	2 <sup>nd</sup>
Total early-stage entrepreneurship activity	3 <sup>rd</sup>
Export intensity [as a % age of all sales]	4 <sup>th</sup>
Renewable electricity generation	3 <sup>rd</sup>
<b>Other factors of note:</b>	
<ul style="list-style-type: none"> <li>DCSDC area accounts for 7% of all businesses in NI</li> <li>Business survival rates of 91%</li> </ul>	
Priority sectors	Life & Health Sciences, Digital Industries, Creative Industries, Advanced Manufacturing & Engineering, Culture & Tourism
Largest sectors	Agriculture, Construction, Retail and Professional * & Scientific & technical
Key investors	Seagate, FinTru, Alchemy Technology Services, Ebrington Leisure Holdings, Terex
City Deal Projects	CADRIC [£39m], School of Medicine [£61m], SMART Derry Strabane Programme [£15m], DNA Maritime Museum [£13m], NWRC [£15m]
Other investment projects	DfC: Strabane Town Centre development, Walled City economic project DfI: Foyle Street riverfront project
Assets	<u>Transport</u> Foyle Port, City of Derry airport, NW Transport Hub, Proximity to key transport <u>Tourism</u> Walled City, Peace Bridge, Derry Girls, Wild Atlantic Way, DNA Museum <u>Education</u> UU Magee, NWRC <u>Retail</u> Quayside, Foyle side

Source: Invest NI Sub Regional Economic Plan

## Challenges

Factor	Local Authority Area Rank
Labour productivity	11 <sup>th</sup>
Sub regional employment	11 <sup>th</sup>
Employee earning above the Real Living Wage	11 <sup>th</sup>
Employment rate	11 <sup>th</sup>
Economic inactivity rate	11 <sup>th</sup>
Gross domestic household incomes	11 <sup>th</sup>
Third level educational attainment level	8 <sup>th</sup>
GHG emissions	8 <sup>th</sup>
Median wage levels	7 <sup>th</sup>
Business expenditure in R&D	5 <sup>th</sup>
Employees in secure employment	5 <sup>th</sup>
<b>Other factors of note:</b>	
<ul style="list-style-type: none"> <li>Labour productivity in Belfast is 31% higher than in Derry City &amp; Strabane</li> <li>The employment rate in Mid Ulster is 10 percentage points higher than Derry City &amp; Strabane</li> <li>Transport links west of the River Bann</li> <li>Lack of industrial land and buildings</li> <li>Low paying employment sectors</li> <li>Ageing populations</li> </ul>	

Source: Invest NI Sub Regional Economic Plan

## Rationale for interventions in the North-West

### Summary of key priority actions for the DCSDC area

<b>Economic</b>	
Increase third level student numbers	Entrepreneurship & creativity [embed]
Skills action plan	Employability skills – industry engagement
Community numeracy & literacy	Jobs and investment
Grade A workspace accommodation	Build industry clusters
Develop FDI proposition	Strabane Business Park
Pilot rural community broadband	Incubation and shared office space
Mentoring for entrepreneurs	High growth business start-ups
<b>Labour market</b>	
Economic inactivity	Long-term unemployed
Disability	Skilled labour
<b>Community planning [in additional to economic priorities]</b>	
Magee: increase to 10,000 students	Vocational education 14-18 yrs
Vibrant social economy sector	Festival & events strategy
Promotion of district's waterways	Strategic investment strategy
Tourism	Arts & Culture



## Focus of potential projects against key economic priorities

<b>Good Jobs</b>	<ul style="list-style-type: none"> <li>▪ Targeted initiatives that will support those people who are <b>economically inactive</b> to return to the workplace</li> <li>▪ Strengthened skills development knowledge with access to training/skills, collaboration and knowledge sharing across public – private and third sector which will attract and retain talent and increase job roles and career progress/opportunities</li> <li>▪ Development of local charters in terms of living wage accreditations and improved work conditions</li> </ul>
<b>Regional Balance</b>	<ul style="list-style-type: none"> <li>▪ A large number of projects are based in areas of high deprivation. These areas are particularly vulnerable to technological transition and that they demonstrate low levels of readiness to capitalise on digitalisation and the digital economy</li> <li>▪ Larger number of local businesses and social enterprises will be able to avail of public sector tender opportunities through more collaborative working and development of strong partnerships to capitalise upon social value opportunities. This will led to increased spend within local communities and a greater multiplier effect on public sector spend</li> </ul>
<b>Increased Productivity</b>	<ul style="list-style-type: none"> <li>▪ Improved digitalisation leadership and tools implementation across social enterprise sector</li> <li>▪ Innovation-led partnerships developed between private and third sector organisations supporting the development of collaborative innovation networks</li> </ul>
<b>Reduce Carbon Emissions</b>	<ul style="list-style-type: none"> <li>▪ Investment in the upgrade and retrofit of current capital assets of partners</li> <li>▪ Capital projects and targeted initiatives will support the reduction of emissions [tonnes/ %] and has significant potential for reduced annual energy costs for partners</li> <li>▪ Investment readiness development will increase the readiness for private sector and social enterprises from areas of high deprivation to capitalise on green economy initiatives</li> </ul>

# 5

## Opportunities and Potential projects



## 5. Progress, Opportunities and Potential Projects

### What is NWCWBP addressing

#### Challenges:

- Income - 31% of the population of DCSDC living in areas with the highest levels of income deprivation
- Employment - Economic inactivity rate in the DCSDC area stands at 32.7% against a Northern Ireland average of 24.7%
- Low Skills & Productivity – DCSDC’s working age population qualified to level 2 + above and level 3 + above falls markedly behind the NI average year on year. DCSDC has the largest productivity gap in Northern Ireland at 23% below the UK level
- Underlying causes: Inter-generational unemployment and economic inactivity, Deprivation and Poverty

#### Actions:

- Targeted initiatives in growth sectors that will support those people who are economically inactive to access the workplace
- Strengthened skills development and knowledge with access to training/skills, collaboration and knowledge sharing across public, private and third sector, including across the NW and Larne CWB partnerships
- Areas of high deprivation are particularly vulnerable to technological transition and that they demonstrate low levels of readiness to capitalise on digitalisation and the digital economy
- Local businesses and social enterprises will be able to avail of public sector tender opportunities through more collaborative working and development of strong partnerships
- Innovation-led partnerships developed between public, private and third sector organisations [e.g. Community Homecare and Domiciliary Care currently in development]
- Investment readiness development will increase the readiness for private sector and social enterprises from areas of high deprivation to capitalise on green economy initiatives

#### Working in partnership

- A true partnership approach between the NW and Larne to achieve Community Wealth, involves a shared vision and strategy, partnership initiatives and projects that maximise Community Wealth in the localities, cross-sector inclusive decision-making processes, and trust built through transparent communication and shared responsibility.
- Bottom-up approach feeding into Sub Regional Plans – Part of the Social Value proposition that gives Government more ‘Bang for its Buck’.

### Progress

- Development of a focused action plan that aligns with regional and local strategies e.g. delivers upon many actions within DCSDC Growth Plan – solution provider
- DCSDC CAT Policy developed & Procurement Taskforce set up by DCSDC to capitalise upon opportunities within City Deal projects
- Ongoing work with local Credit Unions to explore new and innovative ways to finance social enterprise projects locally. 1st corporate loan to be approved in Q2 2025 [£360K]
- Progression of community-led capital projects of members - £42m+ combined project value including Social Economy Village, Community Health Hub, Student and Tourism Accommodation, Institute FC New Stadium, Cultural Tourism & Heritage Projects

- Outcomes and outputs will be wide-ranging across many economic, social and environmental metrics

## ■ Prospectus of Pilot Project Initiatives

Lead Partner	Pilot Project Activity	Delivery [12 months]	Outputs/Outcomes
Enterprise North=West	Community Wealth Building Partnership Forum meetings	4 Quarterly Forum meetings between all partners	<p>Good Jobs</p> <ul style="list-style-type: none"> <li>•Targeted initiatives in growth sectors that will support those people who are economically inactive to access the workplace</li> <li>•Strengthened skills development knowledge with access to training/skills, collaboration and knowledge sharing across public – private and third sector which will attract and retain talent and increase job roles and career progress/opportunities</li> </ul> <p>Regional Balance</p> <ul style="list-style-type: none"> <li>•A large number of projects will be based in areas of high deprivation. These areas are particularly vulnerable to technological transition and that they demonstrate low levels of investment readiness to capitalise on digitalisation and the digital economy</li> <li>•Maximising existing local resources through cross sectoral collaboration.</li> <li>•Also has the potential to increase the rates base for DCSDC in terms of business rates</li> </ul> <p>Increased Productivity</p> <ul style="list-style-type: none"> <li>•Improved digitalisation leadership and tools implementation across social enterprise sector</li> </ul>
	Capacity building workshops around investment readiness opportunities as part of NW Learning Academy	1 workshop per month over a 12-month period	
	Development of social enterprise cluster across the DCSDC area and technical Assistance budget [one to one support around business planning, specialist research, specialist support and feasibility work]	20-30 days of enabling support and specialist support for partners to access to advance projects	
	Design and deliver 'best practice' study visits to other exemplar areas/projects for Partnership members	4 best practice visits with 1 best practice visit per quarter over a 12-month period	
DCSDC in partnership Strabane Community Project / Enterprise North-West / Derry Chamber	<p>Development of two social value partnerships in Derry City and Strabane District area to capitalise upon the economic and social opportunities from the City Deal projects.</p> <p>NWCWBP members to continue to work with the NIHE, Apex and Housing Associations to design and deliver locally focused initiatives in</p>	4 quarterly social value partnerships meetings between partners	



	partnership for new and retrofit developments.		<ul style="list-style-type: none"> <li>•Innovation-led partnerships developed between private and third sector organisations supporting the development of collaborative innovation networks</li> <li>•Move towards economic productivity growth sectors such as manufacturing and renewables.</li> </ul>
	Training and capacity building workshops to upskill the sector around the potential tender opportunities that local and regional procurement could provide e.g., social value act	4 tender workshops delivered across the DCSDC area over a 12-month period	
	Match the Buyer workshops will supporting matchmaking with private sector to connect NW Social Enterprises with NW SMEs that tender for government contracts, providing opportunities for private sector to deliver Social Value or CSR	<p>2 Match the Buyer events delivered across the DCSDC area over a 12-month period</p> <p>10-20 days of enabling support and specialist support for partners to access to support partnership development</p>	
Waterside Credit Union / Enterprise North-West / Other local CUs	Liaise and work with the Waterside CU to implement corporate lending model and work with Derry and Pennyburn CU to discuss and explore potential place- based social finance models. Tie in with wider ILCU strategy.	Delivery of investment readiness conference in DCSDC with partners CFI, ENI, CUs, community partners and others	<p>Reduce Carbon Emissions</p> <ul style="list-style-type: none"> <li>•Investment in the upgrade and retrofit of current capital assets of DCSDC social enterprises</li> <li>•Capital projects and targeted initiatives will support the reduction of emissions [tonnes/ %] and has significant potential for reduced annual energy costs for partners</li> <li>•Investment readiness development will increase the readiness for private sector and social enterprises from areas of high deprivation to capitalise on green economy initiatives</li> </ul>

Prospectus of Capital Projects							
Projects complete and In progress							
Lead Partner	Short Description of Proposed Capital Project	Planning Permission	Proposed Cost	Timescale	Funding Applied For / Secured	State of Readiness	Dept.
New Gate Arts and Cultural Centre	The renovation of 2 New Gate Apartments properties owned by NWCP to 6 self-contained 1 & 2 bed apartments	Approved	£1.6m	Start May 2025	Secured - £1.2m Shared Island and £0.4m DfC 300K of own funds	In progress	DfC TEO
New Gate Arts and Cultural Centre	Proposal to acquire full use of Former Foyle Day care from Housing Executive building on Hawkin St for additional space	n/a – change of use possibly	n/a	0-6months	Rent to be negotiated	CAT Proposal submitted	DfC HE
Bready Ulster Scots	Purchase and renovation of property adjacent to Sollus Centre in Bready	n/a	Purchase - £85k Renovation - £30k	Complete - officially opened Jan 2025	Secured 0 £85k DfC Secured - £28,100 Clothworkers	Complete	DfC Cloth workers
Nerve Centre	Refurbishment of Magazine Studios to include upgraded education and learning spaces and 31 student accommodation spaces for UU students	Approved	£1.2m	Start June 2025	Secured - £0.4m Community Ownership Fund and £0.8m from own funds	In progress	DfE
Enterprise North-West	Purchase and redevelopment of new business incubation space that will provide space and support for 15-20 entrepreneurs	n/a	£500k	Open in Summer 2025	Secured £500k of own funds	In progress	DfE

Projects development stage 6-18 months							
Lead Partner	Short Description of Proposed Capital Project	Planning Permission	Proposed Cost	Timescale	Potential Funders	Outstanding Issues	Dept.
An Cultúrlann	Repurposing of old School House into 15 luxury ensuite rooms for Irish language students attending University of Ulster	Approved	£1.6m	0-18 inclusive of build	An Ciste Shared Ireland DfE Ulster University Own funds	Requires business case development to unlock funding package	DfC
Enterprise North-West	Development of Social Economy Village to provide a soft-landing space for social enterprises and micro businesses with the development of self SE support programme	To be applied for in early 2025. Land ownership in place	£2.1m	0-18 inclusive of build	DfE DCSDC Shared Ireland DfC	Requires business case development to unlock funding package Planning permission approval	DfE
St Columb's Hall	Redevelopment of St Columb's Hall, to create 45k ft <sup>2</sup> of infrastructure for arts, cultural activities, democracy and debate space and space for small entrepreneurs.	Approved [31st May 2024]	£10m  [note £4.5m has now been secured]	3 years	DfC  TEO  National Lottery Heritage Fund  Shared Island Fund  Trusts and Foundations	Have secured £4.5m of required funding so far from Heritage Lottery.  Require economic appraisal to unlock remainder of funding package	DfC

Institute FC	Development of a new Community Stadium and Wellbeing Hub. A key component of the DCSDC approved Clooney Master Plan. The stadium and associated wellbeing hub are designed to address both the requirements of Senior Football and the identified health and wellbeing needs of the Waterside Community.	Full planning application submitted [November 2024]. Currently under consideration by planning department.	£11.2m + 30% Optimism Bias [£14.5m]	12-36 months	The NIFF [DFC] Application Submitted Business Case Submitted Shared Island DCSDC	Confirmation of planning approval. [Expected Summer 2025]  Identification of 5% matched funding options.	DfC
Destined	Reinstallation of the train and railway that will link current Destined building to the new social farm	To be applied for in early 2025. Commitment of land secured	£2.6m	Social Farm – 12 months Railway – 24 months	DfC DfE DCSDC Shared Island	Requires business case development to unlock funding package Planning permission approval	DfC
Old Library	Refurbishment and internal realignment of current OLT building	n/a Only building control required	£150-200K	6-12 months	DfC DoH External funders and trusts	Requires business case development to unlock funding package	DfC DoH
Faughan Valley CIC	Capital works to The Oaks Demesne (Grade B1 listed building) to act as a focal point to link with the wider Faughan Valley Woodlands area, acting as a destination for visitors,	Planning permission submitted 12 <sup>th</sup> December 2023.	£2m	18 months	National Lottery Heritage Fund	Business Case needed for funding applications	DAERA



	offering accommodation, activities, amenities, and information point.	Approval anticipated in the next few months.			Shared Island Fund DAERA		
Enagh Country Park Enterprises Ltd	Capital works to the Enagh Old School site to establish a hub for Enagh Country Park and develop a new link with Strathfoyle Greenway	Approved 27 <sup>th</sup> March 2025	£1.5m	12-18 months	National Lottery Heritage Fund  Shared Island Fund  DAERA	Business Case needed for funding applications	DAERA

Projects development stage 18-36 months							
Lead Partner	Short Description of Proposed Capital Project	Planning Permission	Proposed Cost	Timescale	Potential Funders	Outstanding Challenges	Dept.
Glen Development Initiative	CAT of the current Glenview Community Centre. The building will be used as a Men's Hub	n/a	TBC – refurb costs	2028		Ongoing	
Glen Development Initiative	Community Ownership of the current Rosemount Factory. The idea is to create accommodation, social and community space as well as commercial units.	No	£5million	2026-2030	No	Business Plan ongoing	
Destined & Bogside and Brandywell Health Forum	Bogside & Brandywell Health Forum are proposing a new purposely designed building , offices, meeting areas, holistic, health suite, bike shed, community, garden/allotment and cook it kitchen	No	£3.5m	2027-2028	None	Need for transfer of land from DCSDC to Destined	DCSDC DoH DfC

## Prospectus of wider community, social & economic initiatives

### 1. Plural Ownership

The Partnership will advance inclusive economic ownership models such as social enterprises, cooperatives, community enterprises, local employee-owned businesses and mutually owned companies and thus enable more wealth generated locally to stay within the community. The also aim to explore, replicate and scale high-impact business across the social economy.

<b>No.</b>	<b>OBJECTIVES</b>	<b>ACTION DESCRIPTION</b>	<b>LEAD PARTNERS</b>
1.1	Develop a social enterprise strategy to foster an enabling environment and grow social enterprise sector across the DCSDC area to include capital and revenue funds.	DCSDC and partners to commit to secure funding and develop a Social Enterprise strategy for the North-West	DCSDC / NWCWBP
1.2	Create a capital fund for CWB Partnership members to develop capital projects in furtherance of CWB Partnership strategic objectives	Explore options to create a flexible Capital Fund for the NW in partnership with central government, DCSDC, social finance providers and others inclusive of FTC	DfC / DoF
1.3	Development of NW CWB Partnership into an empowered and open network of community anchor organisations and social partners	Secure funding resources to continue to grow tiered membership and ensure open and transparent membership with regular meetings / feedback and reporting on action plans	NWCWBP
1.4	Create an environment which is favourable to urban and rural social enterprises, with the DCSDC area becoming an exemplar model for social enterprise with Social Enterprise Champions	DCSDC to work with key partners and stakeholders to foster the development of this enabling environment	DCSDC / NWCWBP / DTNI / SENI / ENW
1.5	Develop Community Wealth opportunities within the Housing sector	NWCWBP members to continue to work with the NIHE and Housing Associations to design and deliver locally focused initiatives in partnership for new and retrofit developments	NWCWBP / Community Partners / Housing Associations

1.6	Greater support is needed to ensure that Social Enterprises can bring CWB benefits from the large developments especially through the DCSDC City Deal, Strategic Growth Plan and local Community Plans	NWCWBP representation on the City Deal Working Group, Strategic Growth Partnerships to inform and identify SE opportunities that will arise from large scale capital projects as well as revenue projects	DCSDC / NW CWP
1.7	Develop a menu of services within a CWB Academy with Partnership members working collaboratively can provide e.g., training delivery or services to Housing Associations.	Organise capacity building support to explore market opportunities with a focus on several targeted initiatives e.g. Triax pilot around sustainability and circular economy, focusing on sustainable procurement, succession planning training	DTNI / NWCWBP
1.8	Explore potential growth areas for Social Enterprise in partnership with the private sector and develop these in plans to deliver CWB e.g. Larne CWB Hub and cross border collaborations	Work with the NWRC and UU as well as the Derry Chamber and other commercial/social partners to assess the new market opportunities available for social enterprises. Develop social value collaborations with private sector locally	DCSDC / DTNI / NWCWBP / NWRC / UU / Chamber / Private Sector
1.9	Partnership to continue to develop and research best practice in potential growth areas	Design and deliver 'best practice' study visits to other exemplar areas/projects for Partnership members	DTNI / NWCWBP
1.10	Inform and educate the private sector on Community Wealth Building and Social Value opportunities	Develop a targeted list of contacts across specific sectors to begin to inform on potential collaboration opportunities as well as social value / procurement opportunities through localised Social Value Partnerships in Derry and Strabane	DCSDC / NWCWBP / Chamber / Private Sector
1.11	Succession Planning and Leadership development for staff and Boards	Develop training and development support to encourage more people to be involved in the sector	DTNI/ UU/ NWCWBP



<b>2. Commissioning &amp; Procurement</b> Make best use of government spend to maximise economic, social and environmental impact. Develop commissioning and procurement competence across the social economy as well as among buyers in government.			
<b>No.</b>	<b>OBJECTIVES</b>	<b>ACTION DESCRIPTION</b>	<b>LEAD PARTNERS</b>
2.1	Educate the sector around how they view themselves in terms of social enterprise development and growth. Support with capacity building support.	As part of the Training Academy, work with SENI, Supporting Communities, ENI, NICVA and DCSDC to delivery targeted capacity building support initiatives.	DTNI / DCSDC / SENI / NWCWBP / Supporting Communities / ENI
2.2	Upskill the sector around the potential tender opportunities that local and regional procurement could provide e.g., social value act	Delivery of tender and social value training for organisations	DTNI / DCSDC / SENI / NWCWBP / Supporting Communities / ENI
2.3	Continue to engage with and work with DCSDC and members to explore the potential for the ongoing development of social value criteria in DCSDC contracts	Continue to inform and work with DCSDC Procurement teams to co-design appropriate social value within DCSDC contracts inclusive of City Deal projects and link with proposed Social Value Partnerships	DCSDC / DTNI / NWCWBP
2.4	Measure the increase in Social Enterprise delivery on DCSDC contracts	DCSDC to commit to measuring the level of social enterprises delivering their revenue and capital contracts	DCSDC
2.5	Collate Social Value Impact of NW CWB Partnership members	Partnership to finalise metrics to measure for members with QUB able to assist	NWCWBP
2.6	Matchmaking with private sector to connect NW Social Enterprises with NW SMEs that tender for government contracts	Increased opportunities for private sector to deliver Social Value or CSR through localised supply chains and linkages/partnerships with DCSDC social enterprises	NWCWBP / DCSDC / Chamber / SENI

2.7	Make procurement work better for the sector with full implementation and monitoring of social outcomes. Training for procurement professionals and the sector on designing and monitoring social outputs.	Continue to advise and lobby DCSDC and other stakeholders in terms of social outcomes. Include the introduction of a procurement academy as part of the Learning Academy.	DTNI / DCSDC / SENI / NWCWBP / Supporting Communities / ENI
2.8	Work with DCSDC and others to better understand the contract pipeline so DCSDC consortiums can be prepared for tenders	Joint workshop with DCSDC Procurement Teams to inform sector on the DCSDC Procurement Pipeline and new ideas as well as update on new Procurement Act	DCSDC / NWCWBP
2.9	Develop relationship with NIHE and housing associations to explore social and market opportunities	Work with NIHE and Housing Associations to discuss design of contracts and social value scoring prior to going to tender to maximise outputs and outcomes.	DTNI / NWCWBP / Housing Associations

### 3. Land and Assets

Identify and develop opportunities for Community Wealth Building through a progressive legislative environment, capital investment and a review of public assets. This will allow for better service delivery by social enterprises and community organisations.

<b>No.</b>	<b>OBJECTIVES</b>	<b>ACTION DESCRIPTION</b>	<b>LEAD PARTNER</b>
3.1	Develop an asset register of DCSDC assets	Discuss the development of assets register with DCSDC & relevant departments within DCSDC	DCSDC
3.2	DCSDC to feed into the DCSDC draft Community Asset Transfer strategy and policy	DCSDC to develop CAT strategy in partnership with key stakeholders	DCSDC / DTNI/ NWCWBP
3.3	Identify Community Asset Transfer opportunities for sustainable projects both small and larger scale	DCSDC to commit to share DCSDC asset register and work to identify potential CAT opportunities for VCSEs to consider supporting sustainability	DCSDC / NWCWBP/ DTNI
3.4	Develop a place-based spatial strategy through the CWB Partnership	Develop a plan to develop the capital assets in the DCSDC area	NWCWBP / DCSDC/ DTNI

3.5	Government to provide the necessary Capital and Revenue support to make Community Asset Transfer achievable and successful	Lobby for Implementation of CAT programme and legislation	DoF
3.6	Address barriers of accessing finance for social enterprises to progress suitable Community Asset Transfer projects	Lobby for Implementation of CAT programme and legislation	DfC / DoF

#### 4. Financial Power

The Partnership will commit to harnessing and growing local wealth and work to increase flows of investment within local economies by harnessing wealth that exists locally. They will help build and broker social finance into the local social economy and strengthen the role of credit unions in supporting spending and saving.

No.	OBJECTIVES	ACTION DESCRIPTION	LEAD PARTNER
4.1	Work with local CU's to explore the potential of lending to local social enterprises through corporate lending	Continue to liaise and work with the Waterside CU to implement corporate and work with Derry and Pennyburn CU to discuss and explore potential place- based social finance models. Tie in with wider ILCU strategy.	NWCWBP
4.2	Need to advocate the use of borrowing as a tool for regeneration	Organise training sessions/workshops on financial investment models and sustainability.	DTNI
4.3	Advocate and lobby for Financial Transaction Capital [FTC] to provide borrowing to social enterprises below market rate	Advocate to DfC to highlight the benefits of this and communicate appetite within the sector for investment	DTNI / NWCWBP / DCSDC / DfC/ DfE
4.4	Develop greater understanding and skills within the sector around finance and investment	Develop a capacity building programme around financial and investment readiness	DTNI

## 5. Fair Employment

Creating fair and meaningful employment opportunities by recruiting from priority groups, paying the living wage and building progression routes into the mainstream labour market.

<b>No.</b>	<b>OBJECTIVES</b>	<b>ACTION DESCRIPTION</b>	<b>LEAD PARTNER</b>
5.1	Advocate and champion for social enterprises to pay real living wage, adequate sick pay and provide secure contracts	Advocate and support the delivery of local campaigns and charter promoting real living wage and good working conditions	DTNI / NWCWBP / Others
5.2	Advocate for Funders and Government Agencies to ensure real living wage included in all funding/contracts	Advocate and support the delivery of regional campaigns and charters promoting real living wage and good working conditions	NWCWBP
5.3	Direct involvement and representation of NW CWB Partnership on DCSDC LMP Steering Group	NW CWB members to approach LMP Steering Group to provide community representation	NWCWBP / DCSDC
5.4	Use LMP and other local employability support initiatives to promote employment, apprenticeships and training opportunities within the social enterprise sector for those furthest from the Labour market	NW CWB members to approach LMP Steering Group to provide community representative	NWCWBP / Others
5.5	Social enterprises to deliver elements of the DCSDC Labour Market Programme [LMP] to help those furthest from the labour market	NWCWBP members to assess potential collaborative bids to deliver elements of LMP programme	NWCWBP



## Measurement and metrics

To measure the success & effectiveness of the initial Project, the following performance metrics have been established:

1	Number of forum/partner meetings curated
2	Number of groups/organisations supported through the project
3	Number of shared learning events/workshops/best practice visits
4	Amount of finance leveraged [broken down by capital/revenue, loan, social investment or grant]
5	Amount of increase/decreased on the aggregated jobs supported [FTE] across the partnerships
6	Number of groups/organisations becoming real living wage employers
7	Number and value of community asset transfers supported
8	Increase in productivity through improved digitalisation leadership and tools implementation across social enterprise sector

# 6

## Conclusions



## 6. Conclusions

### Strategically

The recommendations published by the Department for Communities in October 2022 stressed how Community Wealth Building must be properly supported and scaled—redirecting resources that have been allocated towards failing and insufficient economic development and regeneration efforts. This will require a whole-of-government approach and a political commitment to driving real change.

The establishment of the NWCWBP represents a tangible effort to advance the concept of Community Wealth Building in the North West in ways that can respond to local economic challenges and social issues across these communities. The place-based potential offered by Community Wealth Building is impressive and the NWCWBP can help deliver outcomes of the Programme for Government and the wider aims of the Shared Island, Peace Plus, the Levelling-up funds, the DCSDC Strategic Growth Plan, Local Community Plans, DCSDC Anti-Poverty Plan and DCSDC Local Economic Partnership to deliver economic regeneration across the DCSDC area.

The North-West CWB Partnership acknowledge that to grow and scale this, they will continue to work with the Larne CWB Partnership to learn from each other and share learnings across each region as well as leveraging in support and buy-in from their respective local authorities, the Northern Ireland government and other funders.

### The North-West Community and Voluntary Sector

The NWCWBP anchor organisations present a significant combined net worth and employment profile which establishes a strong baseline for collaborative working to address multiple community and social challenges in the North-West. NICVA's current member directory shows that there is a strong clustering of registered charities, social enterprises, development trusts and other community and voluntary sector organisations currently located in the DCSDC area.

Ultimately the research profile demonstrates how the North-West Community Wealth Building partnership is represented by a diverse group of different social enterprises that are allied through a common commitment to social, economic and environmental justice. These 25+ community anchor organisations are also well positioned to support Community Wealth Building approaches in a way that tackles local inequalities and connects with existing geographies of deprivation. A large part of this is underwritten by their commitment to work in partnership with each other as well as advance the five pillars of Community Wealth Building, which variously help embody and give lasting form to local economic democracy, accountability, fairness and equality.

### Administration Challenges

Currently, the administrative commitment to the NWCWBP is being met by Enterprise North-West. In the short-term this has supported the development of the group and the development of the prospectus. In the medium to longer-term consideration should be given to resourcing the ongoing development and delivery of the NWCWBP. Administrative commitments will require to be enhanced as projects move to the delivery phase and as the partnership grows – significant evidence of this already exists.



# 7

## Appendices



## 7. Appendices

<b>Appendix 1</b>	Community anchor organisation case studies
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<b>Enterprise North-West</b>
Enterprise North-West provides specialist advice and mentoring services needed to support businesses to become more successful and profitable, which in turn creates a positive local multiplier of job and wealth creation. Enterprise North-West also manages flexible workspace which includes Grade A office accommodation catering for the IT and creative sectors as well as industrial units for manufacturing and incubating social enterprises. In 2022 these workspaces were rented by 110 tenants with a combined turnover of £6.5 million and provided on-site office space for over 320 staff.
<b>Bogside and Brandywell Health Forum</b>
Bogside & Brandywell Health Forum [BBHF] is a Healthy Living Centre based in Derry but also serving individuals from across the North-West region and beyond. BBHF offer a holistic approach to health and well-being located in the community, schools and in workplaces through a wide range of programmes addressing physical and mental health, nutrition, family support and smoking cessation. In 2022/2023 BBHF supported 253 families, specifically 5,892 young people with 846 achieving OCN qualifications. They also guided 790 individuals through mental health training workshops and completed 2,603 health checks. Managed as a social enterprise in one of Derry's most deprived areas, their work is critical to addressing persistent local health inequalities and supporting a positive model of community-based renewal.
<b>The Nerve Centre</b>
Nerve Centre was established in 1990 to provide a creative outlet for youth culture and the many young people who felt excluded from the arts sector. Since then, it has become an incubation space that has supported new music and film talent but also delivered a range of creative learning activities and culturally significant projects. More than 120,000 people a year benefit from Nerve Centre's wide-ranging programme of arts events, cutting edge projects, community relations activities, creative learning centres, training opportunities, and state-of-the-art production facilities. Operated as a successful social economy enterprise, Nerve Centre employs more than 50 staff at sites in Derry~Londonderry and Belfast across various roles which include experienced cultural project managers, content developers, creative media trainers, animators, events programmers and marketers.



# Acknowledgements

Through our place-based planning initiatives, we aim to create a more liveable and accessible region, with thriving public spaces, quality affordable housing, and opportunities for civic engagement. We believe that by creating a sense of place, we can foster a stronger sense of community and promote social cohesion.

We would like to express our sincere gratitude to the members and partners of the North West Community Wealth Building Partnership for their support in the development of this prospectus. We appreciate their time, effort, and commitment to fostering meaningful insights and learning opportunities. Their contributions have been essential in shaping this initiative, and we are grateful for their collaboration and ongoing support.

**Importantly, the work of the North West Community Wealth Building Partnership was supported by the Joseph Rowntree Charitable Trust and Department for Communities.**

# We thank you for your continued support in our efforts to contribute to Community Wealth Building.

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