

**EXECUTIVE  
SUMMARY**



**NORTH WEST  
COMMUNITY WEALTH  
BUILDING PARTNERSHIP**

**PROSPECTUS**



## Table of Contents

<b>1. Introduction to Community Wealth Building</b>	2
Five Pillars of Community Wealth Building	2
<b>2. The North West Community Wealth Building Partnership</b>	3
Introduction	3
The North West Community Wealth Building Partnership	3
<b>3. Strategic and Policy Context</b>	5
Northern Ireland Economic and Social Landscape	5
Department for Communities, Community Wealth Building (CWB)	
– Ministerial Advisory Panel Recommendations	5
DfE New Approach	6
Invest NI Sub Regional Economic Plan (October 2024)	6
DCSDC – Inclusive Strategic Growth Plan: Our Community 2017–2032	6
Focus areas include:	6
DCSDC	
– Pathways Out of Poverty (Anti-Poverty Action Plan for the DCSDC area 2025–2035)	6
<b>4. The Case for the North West: Socio-Economic Need</b>	7
Demographic Overview (DCSDC Area – 2021 Census)	7
Labour Market and Education	7
Health and Wellbeing	7
Deprivation Analysis	7
Regional Disparity and Economic Challenges	7
Summary of key priority actions for the DCSDC area	8
Focus of potential projects against key economic priorities	8
<b>5. Progress, Opportunities and Potential Projects</b>	9
What is NWCWBP addressing	9
Progress	9
Measurement and metrics	15
<b>6. Conclusions &amp; Recommendations</b>	16
Strategic Direction and Organisational Capacity	16
Community and Voluntary Sector Strength	16
Capacity and Future Needs	16

## 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.

## 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 supported 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 the North West 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:

Mission		
Enterprise North West	An Gaeláras	Old Library Trust
The Playhouse	Holywell Trust	Triax Neighbourhood Management
Nerve Centre	Destined	Meenan Square Developments
New Gate Arts and Cultural Centre	St. Columb's Hall Trust	Rath Mor Creggan Enterprises
Bready & District Ulster Scots Development Association	Derg Valley Care & Healthy Living Centre	Bogside Brandywell Health Forum
Gasyard Development Trust	Sollus Centre	Waterside Neighbourhood Partnership
Developing Healthy Cities	Foyle Foodbank	Glen Development Initiative
Institute FC	Strabane Health Improvement project	St. Columb's Park House
Rural Area Partnership in Derry	North West Community Network	Derry City and Strabane District Council
Easilink Community Transport	Iona Enterprises	

#### Social Partners:

Northern Ireland Housing Executive, North West Regional College, Ulster University, Londonderry Chamber of Commerce, Western Health and Social Care Trust, Department for Communities (North West Office)

The aggregated financial analysis also shows how 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.

## 3. Strategic and Policy Context

### Northern Ireland Economic and Social Landscape

Northern Ireland is facing a period of significant socio-economic and ecological instability, exacerbated by global conflicts, inflation, austerity policies, and the lasting effects of the COVID-19 pandemic. These factors have contributed to declining wage levels, reduced living standards, and weakened community economic resilience. The region continues to struggle with a low-wage, low-skills economy, persistent regional inequalities, and underinvestment, all of which leave it vulnerable to external shocks. Climate change further challenges the sustainability of traditional economic models.

### Department for Communities, Community Wealth Building (CWB) – Ministerial Advisory Panel Recommendations

In response, the Department for Communities convened an Independent Advisory Panel on Community Wealth Building (CWB), which outlined strategic recommendations across five key pillars:

#### Plural Ownership

- Adopt, deliver, and resource a social economy strategy for Northern Ireland
- Establish a CWB/social enterprise fund
- Review and realign existing financial levers to support the social economy
- Explore the potential for cooperatives, employee ownership, and worker buyouts
- Expand democratic ownership, control, and participation in the public sector through democratisation of public services and innovative public enterprise models
- Experiment with spatial interventions within an area-based framework

#### Locally Rooted Finance

- Explore the potential for a public investment bank as an intermediary for social and green lending
- Establish a Community Wealth Building pilot programme fund
- Conduct an audit of underutilised financial instruments and repurpose them for CWB ends
- Strengthen the role of community finance as a key partner to distribute and diversify funding and financing away from government
- Embed participatory budgeting practices across local authorities in Northern Ireland

#### Fair Employment and Just Labour Markets

- Deploy the available levers of Government and public anchor institutions in support of fair pay and working conditions
- Harness the power of collective bargaining for social and economic benefit
- Put the Real Living Wage on a statutory basis
- Integrate CWB into Labour Market Partnerships and efforts to broaden access to employment
- Labour market planning to meet the needs of the future through a comprehensive industrial strategy

#### Socially Productive Use of Land and Property

- 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
- Develop a capital and revenue-based funding programme to support asset transfer
- Develop a dedicated programme on Community-led Housing
- Evaluate the public sector asset register for the potential for community asset transfer
- Strengthen skills across the public and community sector

#### Progressive Commissioning, Sourcing and procurement of Goods and Services

- Develop a Public Sector Transformation Academy for Northern Ireland
- Develop a robust system for the consistent recording, monitoring and policing of social value outcomes
- Deliver social value through working in partnership
- Introduce a Social Value Act and/or make direct changes to procurement guidance

**DfE New Approach**

DfE is committed to addressing economic disparities through place-based solutions that empower localities. Regional competitiveness will be balanced with sub-regional equity, with economic capacity building starting at the local level.

**Invest NI Sub Regional Economic Plan (October 2024)**

Invest NI’s plan aligns with CWB principles, promoting a locally led, partnership-driven approach to economic development. The strategy focuses on:

- Supporting local clusters and skills programmes
- Accelerating planning processes
- Expanding regional presence and collaboration to foster balanced, sustainable growth

**Key commitments include:**

- Productivity: Addressing below-average productivity levels
- Good Jobs: Tackling low wages and insecure employment
- Regional Balance: Reducing persistent disparities, particularly in areas like DCSDC
- Decarbonisation: Advancing efforts to reduce greenhouse gas emissions

**DCSDC – Inclusive Strategic Growth Plan: Our Community 2017–2032**

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

The vision for Derry City and Strabane District Council (DCSDC) is a thriving, equitable, and sustainable region. The plan’s core strands – economic development, social well-being, and environmental sustainability – align closely with the objectives of the North West Community Wealth Building Partnership (NWCWBP).

**Focus areas include:**

- Lobbying & Advocacy: Influencing policy to support vulnerable communities
- Access to Support: Enhancing local support systems
- Skills & Employment: Improving employability and labour market conditions
- Supporting Communities: Building resilience through collaborative partnerships

**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:**

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

**4. The Case for the North West: Socio-Economic Need**

**Demographic Overview (DCSDC Area – 2021 Census)**

- Population: 150,756 (2% increase since 2011), with 60,935 households (10% increase)
- Age Profile: Declining proportion of younger people; increasing proportion of older people

**Labour Market and Education**

- Qualifications: 28% of residents have no formal qualifications
- Economic Activity: 45% economically inactive; 51% employed; 4% unemployed
- Employment Sectors: Public administration, education, and health dominate (35%); professional roles account for 20%

**Health and Wellbeing**

- 76% report ‘Good’ or ‘Very Good’ health
- 27% identify health as limiting
- 37% report at least one health issue

**Deprivation Analysis**

Northern Ireland’s deprivation is measured across seven domains. Within DCSDC, 20 Super Output Areas (SOAs) rank among the 100 most deprived in the region, with several in the top 10. This includes areas such as East 1, Crevagh 2, Strand 1, and The Diamond.

The spatial spread of deprivation has widened beyond traditional inner-city zones, with intensification in some areas. Growth in the Belfast Metropolitan Area has contributed to disparities, while Derry City and Strabane have not experienced comparable development to offset exclusion.

**Regional Disparity and Economic Challenges**

Invest NI’s Sub Regional Economic Plan highlights persistent economic disadvantage in DCSDC, despite growth potential. It notes that regional inequalities are common across neighbouring councils and that collaborative, scaled interventions may be more effective. Additional challenges include:

- Labour productivity in Belfast is 31% higher than in DCSDC
- Employment rate in Mid Ulster is 10 percentage points higher
- Poor transport infrastructure west of the River Bann
- Shortage of industrial land and buildings
- Prevalence of low-paying sectors
- Ageing population

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

Economic	
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

**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 economically inactive 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, 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 lead 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>

- Innovation-led partnerships developed between public, private and third sector organisations (e.g. Community Homecare and Domiciliary Care)
- 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 and Prospectus that aligns with regional and local strategies e.g. delivers upon many actions within DCSDC Growth Plan – solution provider
- DCSDC CAT Policy developed & Procurement Task & Finish Group set up by DCSDC to capitalise upon opportunities within City Deal projects
- Ongoing work with local Credit Unions to explore new enterprise projects locally. 1st corporate loan to be approved in Q3 2023
- 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

**Lobbying & advocacy**

how we can influence and affect change to support the most vulnerable

**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 Povert

**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

**PROSPECTUS OF CAPITAL PROJECTS**

**Projects complete and in progress**

<b>Lead Partner</b>	<b>Description of Proposed Capital Project</b>
<b>New Gate Arts and Cultural Centre</b>	The renovation of 2 New Gate Apartments properties owned by NWCP to 6 self-contained 1 & 2 bed apartments
<b>New Gate Arts and Cultural Centre</b>	Proposal to acquire full use of Former Foyle Day care from Housing Executive building on Hawkin St for additional space
<b>Bready Ulster Scots</b>	Purchase and renovation of property adjacent to Sollus Centre in Bready
<b>Nerve Centre</b>	Refurbishment of Magazine Studios to include upgraded education and learning spaces and 31 student accommodation spaces for Ulster University students
<b>Enterprise North West</b>	Purchase and redevelopment of new business incubation space that will provide space and support for 40+ entrepreneurs

**PROSPECTUS OF CAPITAL PROJECTS**

**Projects in development stage 6-18 months**

Lead Partner	Description of Proposed Capital Project
<i>An Cultúrlann</i>	Repurposing of old School House into 15 luxury ensuite rooms for Irish language students attending Ulster University
<i>Enterprise North West</i>	Development of Social Economy and Social Innovation Village to provide a soft-landing space for social enterprises and micro businesses with the development of self-sustaining social enterprise support initiatives
<i>St Columb's Hall</i>	Redevelopment of St Columb's Hall, to create 45k ft2 of infrastructure for arts, cultural activities, democracy and debate space and space for small entrepreneurs
<i>Institute FC</i>	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
<i>Destined</i>	Reinstallation of the train and railway that will link current Destined building to the new social farm
<i>Old Library</i>	Refurbishment and internal realignment of current OLT building
<i>Faughan Valley CIC</i>	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, offering accommodation, activities, amenities, and information point
<i>Enagh Country Park Enterprises Ltd</i>	Capital works to the Enagh Old School site to establish a hub for Enagh Country Park and develop a new link with Strathfoyle Greenway

**PROSPECTUS OF CAPITAL PROJECTS**

**Projects in development stage 18-36 months**

Lead Partner	Description of Proposed Capital Project
<i>Glen Development Initiative</i>	Community Asset Transfer of the current Glenview Community Centre. The building will be used as a Men's Hub
<i>Glen Development Initiative</i>	Community ownership of Rosemount Factory to create accommodation, social, community space as well commercial units
<i>Destined &amp; Bogside and Brandywell Health Forum</i>	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

**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.

No	OBJECTIVES	ACTION DESCRIPTION	LEAD PARTNERS
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

**PROSPECTUS OF WIDER COMMUNITY, SOCIAL & ECONOMIC INITIATIVES**

**2. Commissioning & Procurement**

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.

No	OBJECTIVES	ACTION DESCRIPTION	LEAD PARTNERS
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

**PROSPECTUS OF WIDER COMMUNITY, SOCIAL & ECONOMIC INITIATIVES**

**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.

No	OBJECTIVES	ACTION DESCRIPTION	LEAD PARTNERS
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

**PROSPECTUS OF WIDER COMMUNITY, SOCIAL & ECONOMIC INITIATIVES**

**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 PARTNERS
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

**PROSPECTUS OF WIDER COMMUNITY, SOCIAL & ECONOMIC INITIATIVES**

**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.

No	OBJECTIVES	ACTION DESCRIPTION	LEAD PARTNERS
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 actions within the Prospectus, the following initial 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 partnership
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 & Recommendations**

**Strategic Direction and Organisational Capacity**

The Department for Communities' October 2022 recommendations emphasise the need to properly support and scale Community Wealth Building through a whole-of-government approach. This involves redirecting resources from ineffective economic development and regeneration efforts toward more inclusive, place-based strategies. Political commitment is essential to drive meaningful change.

The establishment of the North West Community Wealth Building Partnership is a strategic response to local economic and social challenges. It aligns with key policy frameworks including the Programme for Government, Shared Island initiative, Peace Plus, Levelling-Up funds, DCSDC Strategic Growth Plan, Local Community Plans, Anti-Poverty Plan, and the Local Economic Partnership. The NWCWBP is positioned to deliver tangible economic regeneration across the DCSDC area.

The partnership also maintains a collaborative relationship with the Larne CWB Partnership, fostering mutual learning and shared practice across regions, while seeking support from local authorities, the Northern Ireland government, and external funders.

**Community and Voluntary Sector Strength**

The NWCWBP is underpinned by a robust network of over 25+ community anchor organisations, including charities, social enterprises, and development trusts. These organisations demonstrate a strong collective net worth and employment footprint, forming a solid foundation for collaborative action. Their shared commitment to social, economic, and environmental justice enables them to effectively address local inequalities and deprivation through the five pillars of CWB - promoting economic democracy, fairness, and accountability.

**Capacity and Future Needs**

Currently, Enterprise North West provides vital administrative support to the NWCWBP, enabling its initial development and the creation of this strategic Prospectus. This foundational support has been instrumental in establishing the partnership's vision and strategic direction.

However, as the NWCWBP transitions into its delivery phase and begins to expand its scope, the demands on its operational capacity are increasing significantly. The shift from planning to implementation introduces a new set of challenges - requiring not only coordination and oversight but also the ability to manage complex, multi-stakeholder projects across sectors.

Evidence already points to the necessity of enhanced capacity to support ongoing operations, stakeholder engagement, and project delivery. Without sustained and strategic investment in resourcing, there is a risk that momentum will stall, and the partnership's potential impact will be constrained.

Long-term resourcing is not simply a matter of sustaining current activity, it is a strategic investment in the North West region's future. It enables continuity, builds trust among partners, and ensures that the partnership can respond dynamically to the needs of communities and stakeholders.

# 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 has been supported by DTNI, the Joseph Rowntree Charitable Trust, the Department of Economy and the Department for Communities.**

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

### CONTACT

c/o The Enterprise Hub,  
North West Business Complex,  
Beraghmore Road, Derry, BT48 8SE

TEL: 028 7135 2693

[www.northwestcommunitywealth.com](http://www.northwestcommunitywealth.com)



**NORTH WEST**  
COMMUNITY WEALTH  
BUILDING PARTNERSHIP