



Derry City & Strabane
District Council
Comhairle
Chathair Dhoire &
Cheantar an tSraitha Bán
Derry Cittie & Strabane
Districk Council

Pathways out of Poverty

An Anti-Poverty Action Plan for
the Derry City & Strabane District
Council Area 2025~2035

May 2025



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BACKGROUND - WHY DO WE NEED AN ANTI-POVERTY ACTION PLAN?

Poverty affects many people within the Derry City and Strabane District Council area. In 2023, it is reported that **16% of households** within the DCSDC area are in poverty, with **a further 10% at risk of poverty**.¹ There is no uniform set of circumstances that makes a person or a household vulnerable and at risk of falling into poverty. The consequences of poverty impact on many aspects of people's day to day lives.

As a result of the global COVID-19 pandemic and the cost-of-living crisis, the stark issues associated with poverty have come sharply into focus. We have more information than ever before on the households that are most vulnerable to poverty - **single people, single parents, households with more than three children and people with disabilities**.

An ESRI report on "Child Poverty on the Island of Ireland" (Jan '25) noted that:

- The children at greatest risk of income poverty and deprivation in both jurisdictions, are living in lone parents households, in larger families (three or more children) and living with someone with a disability.

Living in households where the Household Reference Person (HRP) has below degree qualifications or especially where the HRP has no qualifications, also increases child poverty risks.

Addressing poverty is complex and it is widely recognised that support for people currently in poverty should be easily accessible. All support and solutions should be person focussed and be based upon the values of dignity and compassion.

Over the past number of years dedicated funds have been made available to provide hardship support to vulnerable people. Despite the huge efforts of partners and organisations, there remains a persistent challenge with addressing poverty within our council area.

The Council has worked with Government and Statutory Partners, local organisations, charities and eight local growth partnerships to deliver interventions that have provided immediate temporary support. **Notwithstanding the importance of this help, Council and local partners believe that a more defined long-term plan should be developed that would seek to prevent people from falling into poverty.** Through a co-design approach facilitated by the Council with local partners, agencies and people with lived experience, we have identified priority themes with actions which we believe will help people in poverty or prevent people getting into poverty.

¹ Department for Communities Examining the Risk and Depth of Income Poverty for NI Households Using Administrative Data September 2023

THE REALITY OF POVERTY - LOCAL VOICES

“I am proud of who I am today, but it wasn’t always like that. I have been homeless, sofa surfing, having to constantly borrow money from my friends. As a young person I feel there are more pressures on you today and it’s harder to make your way. I was very down and every day was a struggle mentally. Couldn’t do anything and felt pretty useless.”

“I felt that I couldn’t ask for support. I didn’t want people to know my business. I guess it was pride.”

“It was really difficult to get support. I didn’t know who to contact. Being in a rural area made it even more difficult.”

Poverty means not being able to heat your home, pay your rent, or buy essentials for your children. It means waking up every day facing insecurity, uncertainty, and impossible decisions about money. It means facing marginalisation and even discrimination because of your financial circumstances. The constant stress it causes can lead to problems that deprive people of the chance to play a full part in society.

Almost anyone can experience poverty. Unexpected events such as bereavement, illness, redundancy, or relationship breakdown are sometimes all it can take to push us into circumstances that then become difficult to escape.

Joseph Rowntree Trust, 2021

² Joseph Rowntree Charitable Trust definition of Poverty

“It wasn’t always like this for me. Not having enough money to pay for my basic things and paying bills. Over the years I developed a few health issues and can’t work anymore. I feel people judge you. Not only are you dealing with health issues but it costs more to be sick. I am stuck in my house because I can’t afford the transport. There should be more support and empathy.”

“I had worked all my life but had to leave due to health reasons. I’d been on legacy benefits and was moved to Universal Credit. The delay in payment and a change in circumstances left me that I didn’t know how I was going to feed myself. I was in private rental accommodation and the rent went up by £200 – I didn’t know where I was going to get the extra money. I handed back my DLA car because I couldn’t afford it. My daughter left university unexpectedly and the additional financial pressure nearly sent me over the edge - I could see no way out. I was involved with a local support group and one day I just broke down and told them how bad things had got. They put their arms around me and helped me out with food, electricity and heating. They helped me get back on my feet and I’m in a better place now. I’ll be forever grateful to them.”

³ From Lived Experience testimony, February 2024

HOW THE PLAN FITS WITH OTHER POLICIES

From the outset of the co-design process, all partners and stakeholders were keen to ensure that the emerging action plan would align with the Inclusive Strategic Growth Plan for the Derry City and Strabane District Council area. This strategic cross-cutting plan aims to achieve a thriving, prosperous and sustainable City and District with equality of opportunity for all. It sets out a road map for inclusive growth and addressing poverty with commitments from partners for delivery.

There is much research available on how to tackle poverty and the illustration below provides a clear depiction from the Joseph Rowntree Foundation on how to solve poverty.

5 point plan to #solveukpoverty



Boost incomes and reduce costs



Deliver an effective benefit system



Improve education standards and raise skills



Strengthen families and communities



Promote long-term economic growth benefiting everyone

JRF JOSEPH ROWNTREE FOUNDATION

 @jrf_uk #solveukpoverty

To address the root causes of poverty, there is a requirement for legislative change and reforms to government policy and funding allocations. Council and local partners strongly advocate for the N.I. Anti-Poverty Strategy. The N.I. Executive has a statutory obligation in section 28E of the Northern Ireland Act 1998 to “adopt a strategy setting out how it proposes to tackle poverty, social exclusion and patterns of deprivation based on objective need”. The “New Decade New Approach” agreement (January 2020) aims to improve wellbeing for all by tackling disadvantage and driving economic growth on the basis of objective need.

An Expert Panel was appointed to assist the Department for Communities (DfC) and subsequently provided initial findings with recommendations which were published by the DfC Minister in March 2021. It provides an independent assessment of the issues that an Anti-Poverty Strategy should seek to address in N.I. A summary of some of the key points on the scale of the poverty challenge within the Expert Panel report, are set out below:

- **An end to poverty in all its forms everywhere**
- **Establishment of an Anti-poverty Act and Anti-Poverty Commission to be based on objective need and estimating the costs to end household poverty**
- **NI Gov should be a Real Living Wage and Living Hours employer**
- **Recommendations on social security protection**
- **Reductions in household expenditure**
- **Provision of affordable and accessible childcare**
- **Cross cutting themes - affordable housing, support to increase the employment of disabled people, young people and older workers⁴.**

It is hoped that with the recent publication of the draft Programme for Government that an Anti-Poverty Strategy will follow that is reflective of the recommendations of the Expert Panel Working Group. There is an opportunity with the return of the N.I. Executive that all Government Departments embrace their responsibility towards addressing poverty from economy, health, environment, housing, community to justice. Involving lived experience and inclusive partnerships across all sectors is needed to shape targeted interventions across geographic and sectoral areas.

Moreover, the review of government strategies such as People and Place and Tackling Rural Poverty and Social Isolation, should provide opportunities to proactively respond to local needs, through the provision of adequate resources and the involvement of local communities.’

⁴ <https://www.northernireland.gov.uk/news/minister-publishes-expert-advisory-panel-reports-social-inclusion-strategies>

CHALLENGES & OPPORTUNITIES



Population

150,836

Residents

7.9%

of Northern Ireland population

The rate of population growth is a core indicator of the economic health of an area and indeed access to opportunity. In our area we have seen a rapid decline in the rate of population growth in the last two decades, with just 1.5% growth between 2012 and 2022. The comparative NI growth rate during the 2012-2022 period was 4.7%.

The 150,800 who live in DCSDC have a slightly younger profile than NI as a whole, with fewer over 65s and more under 15s. The City Deal/Inclusive Future Fund aims to turn this tide and will result in net inward migration as both local residents and new students view the Council area as both somewhere to study and live. The New Decade New Approach government target is at least 10,000 students in Magee by 2032, which will further accelerate economic opportunity throughout the city across a range of skill levels. It is critical that we support our communities to take advantage of these opportunities as they develop.

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%**



Rural

The Department for Communities reports in their September 2023 report ⁵ that the rate of households in 'Deep Poverty' in urban areas is 6% while the rural area is rated at 9%. While focus tends to be upon urban areas, this again highlights the requirement to take a much broader view to include rural initiatives tailored to rural needs.

SETTLEMENT TYPE	DEEP POVERTY
URBAN	6%
RURAL	9%
OVERALL	7%

⁵ DfC Examining the Risks and Depths of Income Poverty for N.I. Households using Administrative Data 2023

CHALLENGES & OPPORTUNITIES



Education

DCSDC is noted for the exceptionally high levels of achievement attained by school children in the district which exceed in many cases the NI average. On the other hand, those from more deprived households tend to do worse at both GCSE and A Level.

Typically, levels of deprivation are inferred, using information on the proportion of children and young people eligible for free school meals, as those are available to children from families with a low income, among other circumstances.

The differentials have remained wide. In the school year 22/23, 60.6% of pupils in N.I. entitled to free school meals obtained 5 GCSEs A-C as compared to 84.3% for those not entitled to free school meals. While this gap remains, many young people will continue to struggle to gain further qualifications or employment.

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%)



Skills

The Labour Force Survey records the Derry City & Strabane District Council area as having the highest rate of residents with “No Qualifications” in Northern Ireland and at the upper end, third lowest of 11 councils in terms of percentage of residents having degrees.

The implications of this are clear, with limited employment opportunities within the district for these individuals.

University of Ulster Economic Policy Centre research indicates that the number of job opportunities at these lower levels below (NVQ L2) are diminishing as time goes on.

This highlights again the requirement to assist individuals with no qualifications to upskill with bespoke initiatives.

As demand for those with skill levels below NVQ L2 falls, it is increasing for NVQ L6.



Next steps for School Leavers (22/23)

Higher Education: 40%
N.I. Average **42%**

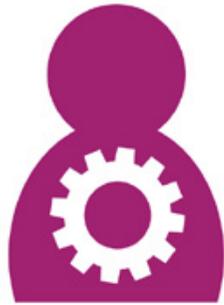
Further Education: 32%
N.I. Average **30%**

Employment: 11%
N.I. Average **11%**

Training: 14%
N.I. Average **12%**

Unemployed or Unknown: 4%
N.I. Average **5%**

CHALLENGES & OPPORTUNITIES



Employment

Status of Working Age Adults

Employed: **66%**

N.I. Average **72%**

Unemployed: **3%**

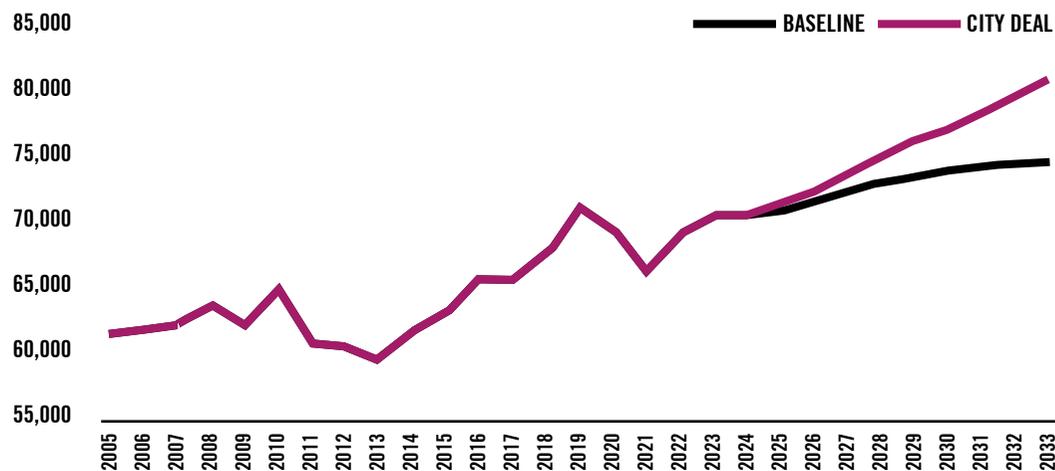
N.I. Average **2%**

Inactive: **31%**

N.I. Average **26%**

The latest jobs estimate for the Derry Strabane Council area, is that there will be a net increase in employment from 74,500 to 80,800 amounting to an extra 6,300 jobs in the base line scenario by 2032⁶.

Workplace Employment, Baseline vs. City Deal, Derry City & Strabane 2005 - 2033



Source: DCSDC & UUEPC

To achieve inclusive growth will require reaching and assisting those economically inactive, those in employment and those entering the labour market, with tailored interventions through strong partnerships between DCSDC, NWRC, UU Magee, the Community and Voluntary Sector and Business.

Research from Joseph Rowntree Foundation would support the view that while for many (but not all) being in employment represents a key pathway on the road to exiting poverty.

Much progress has been made in this regard with significant improvement in the Derry and Strabane area over the last decade with an additional 12,000 jobs created between 2014 and 2019 pre-COVID.

⁶ Ulster University Economic Policy Centre's Econometric Analysis of the CD/IFF 2024

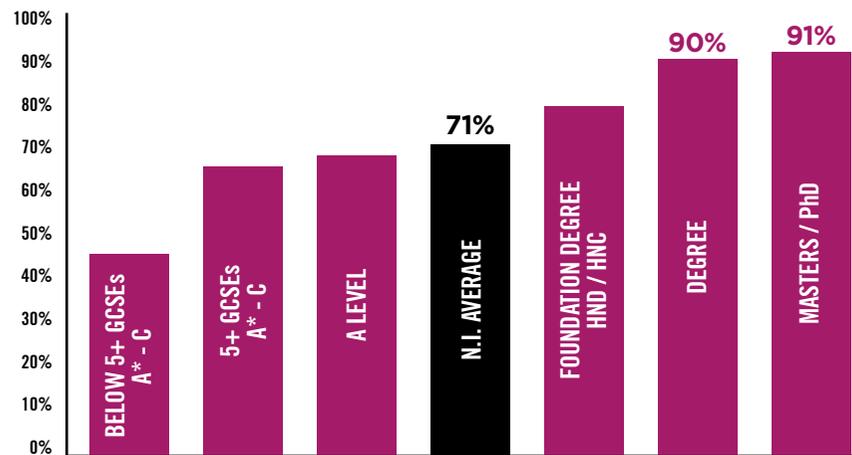
CHALLENGES & OPPORTUNITIES

In employment terms, the last decade has been exceptional.

We now have more people working in high tech, financial services, health, education and other sectors than ever before. However, having succeeded in growing employment levels our next task is to assist individuals in accessing these employment opportunities and this is central to our plan to alleviate poverty alongside interventions in childcare, skills development and the application of Social Value Clauses.

The key challenge from the perspective of the City Deal/Inclusive Future Fund is to ensure that the objectives of delivering quality employment, are accompanied by the assurance that the benefits of this are spread across the residents of the district and thus no one is left behind. Employment and educational attainment are strongly linked, with 45% of those with less than 5 GCSEs in employment, compared to 90% for those with a degree.

Employment Rate (%) by qualification level, NI, Q3 2021



Source: Labour Force Survey

Economic Inactivity (%) 2021



However, even with the rapid increase in employment numbers, DCSDC continues to witness levels of unemployment higher than the rest of Northern Ireland accompanied by very high rates of economic inactivity. To put the challenge in context, our City and District makes up approximately 8% of the N.I. population but contains 12.5% of those unemployed ⁷. As noted, our extremely high rate of economic inactivity remains one of the highest in these islands at almost 31% in DCSDC with a comparative figure for NI of 26% ⁸ - 20% above NI rate.

⁷ UUEPC, ONC Labour Force Survey (Q1 2024)

⁸ NISRA, Derry City & Strabane Local Statistics Explorer

CHALLENGES & OPPORTUNITIES



In DCSDC, the pay levels experienced by those who work here are directly related to skills levels. Median pay in the DCSDC was £2,119 per month in 2022, placing us ranked 10th out of 11 Councils in NI. By comparison, the median monthly pay for the UK was £2,447.

In addition, the percentage of individuals earning less than the Real National Living Wage in 2023 makes us third lowest out of the eleven council areas at 21% as compared to NI average of 16%.



Median Monthly Pay for DCSDC (2023)
£2,119
Median Monthly Pay for UK (2023)
£2,447

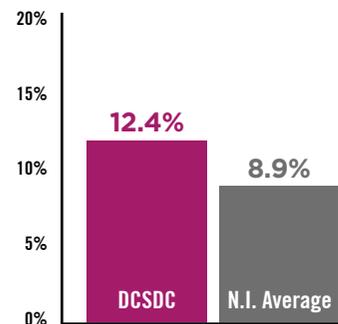


% Earning below the Real Living Wage in DCSDC (2023) 21%
N.I Average 16%

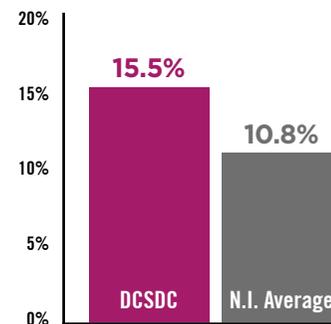


Examining the support available to those on low incomes illustrates the very real needs existing in DCSDC as compared to elsewhere in NI.

Universal Credit Claimants, 2024



P.I.P. Claimants, 2024



In 2024, 12.4% of those living within DCSDC were on Universal Credit (NI: 8.9%) and the same pattern is evident with 15.5% on PIP (NI: 10.8%)⁹. Such differentials are stark and quantify the scale of the challenge in assisting individuals on low incomes.

⁹ NISRA, Derry City & Strabane District Council Statistics Explorer

CHALLENGES & OPPORTUNITIES



A further exacerbating factor is the amount of debt that exists within the area as incomes fail to meet needs and individuals borrow to bridge the gap. In 2023-24 regulated debt advice totalled almost £4m between 421 cases or £9,000 per person.

It is important to note that for someone in poverty with low income, such a debt is unsurmountable and equivalent to over half the amount that a lone parent would receive annually on Universal Credit.

Regulated debt advice DCSDC (Total Cases)

2021-22: 390

Total Debt: **£2,093,931.94**

2022-23: 454

Total Debt: **£3,010,149.68**

2023-24: 421

Total Debt: **£3,873,358.38**¹⁰

Taking this data alongside the Claimant Count data highlights the degree to which some residents are dependent on government support.

If we further input the low Median wage levels into the analysis it highlights the degree to which poverty is endemic within Derry City & Strabane District Council.

¹⁰Statistic Provided by Advice N.I.

CHALLENGES & OPPORTUNITIES



Housing

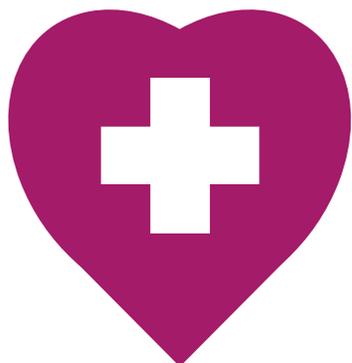
As with elsewhere in Northern Ireland, lack of access to social and affordable housing is impacting severely on the quality of life of many who are on low incomes and unable to access either public or private sector rentals.

They have insufficient income and housing benefit support, which in many cases fails to fully compensate for the high rental levels experienced by those on housing benefits.

**Nos. on Housing Waiting List for Foyle Constituency
(March '23) 4,685**

Research shows that children, in particular, are impacted by the instability that moving accommodation brings as well as moving schools.

Additionally, overcrowding and lack of access to adequate space within households impacts negatively on school performance.



Health

The Derry City & Strabane Council area ranks lower than the N.I. average across a range of health indicators (15 out of 32 indicators) but the direction of trends are similar. It is notable that many of these issues are more acute in our areas that would have a high deprivation ranking.

**Male Life Expectancy
77.5 years**

0.9 years less than the N.I. Average (78.4 years)

**Female Life Expectancy
81.5 years**

0.7 years less than the N.I. Average (82.3 years)

DEATHS PER 100,000 POPULATION	2018-22
NORTHERN IRELAND	179
DERRY CITY & STRABANE LOCAL GOVERNMENT DISTRICT (LGD)	199
DERRY CITY & STRABANE LGD DEPRIVED AREAS	366

Source: Dept. Health: Health Inequalities Annual Report 2024 Data Tables - by area

CHALLENGES & OPPORTUNITIES



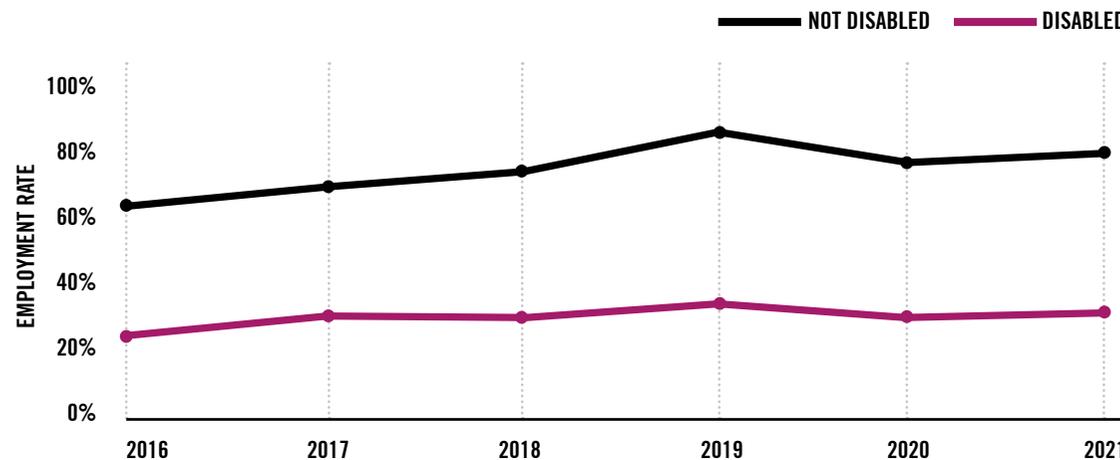
Disability

The Department for Communities' research has highlighted the degree to which individuals who are disabled are much less likely to be employed in Northern Ireland, compared to the rest of the U.K.

Within DCSDC, we rank 9th out of 11 Councils, in terms of employing individuals with disabilities. This high disability employment gap contributes to our significant local labour market challenges.

In practice, non-employed disabled persons are 2.5 times more likely to be in poverty than employed disabled persons. Therefore they represent a key target group for intervention if we are to reduce poverty levels across our society.

Employment rate by disability status, aged 16 - 64, Derry City & Strabane, 2016 - 2021



Source: <https://datavis.nisra.gov.uk/communities/local-ni-dashboard.html>

HOW WE CAME TOGETHER

The key objective of developing a co-design approach was to ensure that local people and partners over a series of workshops and discussions could identify strategic themes and deliverable actions that were based on evidence of need. The diagram below illustrates how the action plan was developed.



All aspects of the design approach were hugely beneficial but the focus groups that were held across the district, with people with lived experience of poverty, were undoubtedly the most insightful and significant to the process. Not only did they provide brave and candid testimonials, but examples of real opportunities that could make a difference.

In the preparation of the action plan, Council completed an Equality Screening Questionnaire for Section 75 groups. Extensive desk research and engagement with local stakeholders, in addition to regional charities and government agencies, has demonstrated that the impacts of poverty are universal.

The actions outlined in this plan are not expected to have any adverse impact on Section 75 equality groups. Any impact is expected to be positive, particularly for those within the Age and Dependent categories.



THE DIFFERENCE WE CAN MAKE TOGETHER

Through the discussions, many significant issues were raised that are beyond the remit of local partners and can only be addressed by central government. Such issues included:

- **a social security system that provides the necessary support to meet essential needs;**
- **affordable and secure housing for all; affordable and adequate childcare;**
- **increased support for young people at key transition stages and additional support for people with disabilities and those leaving the care system.**

Through agreement, the scope of the action plan was defined and it was confirmed 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 themes were collectively prioritised for the anti-poverty action plan:

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 our Communities: how we can encourage resilience in our communities through partnership working

A number of actions have been proposed under each theme, some of which are at a high level and some of which are more targeted.

These actions will not all happen at once - some will need further development to achieve, whereas others require smaller changes that can be delivered more quickly.

Delivery of the actions will be undertaken by partnership working and collaboration, between a range of support organisations throughout the Council area.



THEME 1: LOBBYING & ADVOCACY

“VOICE & ACTION”

Lobbying is often considered the bridge between citizens and policymakers and can have a profound impact on legislation and governance. We recognise that tackling poverty requires a co-ordinated approach, where individuals and organisations act together and advocate for people who are most in need.

Our city and district has a strong track record of successful partnership working and it is now more important than ever that we work together to urge Government to take action on the policy issues that are affecting the most vulnerable in our Council area. We will provide support to those campaigns that are central to progressing anti-poverty measures, whilst including people with lived experience of poverty, in the decision-making processes that affect them.

- 1.1 Proactive support for campaigns to tackle root causes of poverty. Current campaigns include:
 - The Welfare Mitigation asks proposed by the Cliff Edge Coalition
 - Anti-Poverty Strategy based on objective need
 - Addressing child poverty
- 1.2 Providing a voice to people with lived experience by facilitating and supporting their participation in a local Poverty Truth Network.
- 1.3 Assisting partners with evidence-based research to inform policy and programmes across a range of cross-cutting policy areas which will help address poverty.
- 1.4 Improve the understanding of policymakers on the impacts of poverty ensuring there is robust engagement in consultations.
- 1.5 Exploring opportunities for people with lived experience to advise on the design of employment programmes and assessing the impact for different genders and/or people with disabilities.



THEME 2: ACCESS TO SUPPORT “NAVIGATING & COLLABORATING”

We have a diverse and committed system of support for residents who experience poverty, with organisations that provide tailored and supportive services for those most in need. We know that increasing access to advice and support services, as well as early intervention services, can help people manage smaller pressures before they become more serious problems.

We will work to increase communication of the services available in our Council area so that those who are most at risk are connected to the right support before they reach crisis and so that no matter where people go to for help, they will be provided with the relevant support in a way that is compassionate and appropriate for their needs.

- 2.1 Identifying how to increase awareness of existing support available in our community. This may include a dedicated communications plan, more user-friendly websites and alternatives to online platforms
- 2.2 Increasing accessibility to services for rural communities in collaboration with the three rural Local Growth Partnerships and relevant support organisations
- 2.3 Support the delivery of the Moneyhelper and Money Guiders Programmes to schools, community groups and statutory partners, increasing awareness and application of financial literacy
- 2.4 Support increased partnership and networking for more effective signposting between support organisations, schools and statutory partners.



THEME 3: SKILLS & EMPLOYMENT “EMPOWERMENT & CHOICE”

Our Council area has a strong ecosystem of learning, training and employment providers. We will work with partners to ensure that further skills and employment opportunities are generated to help move low-income residents who are able to work, into better-paid, higher-quality and more secure employment, which is one of the most important routes out of poverty.

- 3.1 Create labour market solutions for employees and employers by progressing appropriate actions that inform local skills provision and ensure that we have more people working in better jobs
- 3.2 Delivering bespoke labour market interventions to maximise the impact of the City Deal Programme
- 3.3 Collaborate with Department of Education to co-design place based approaches through the RAISE Programme, to increase educational attainment
- 3.4 Promotion of the Real Living Wage through the accreditation of Derry City & Strabane District Council as a Real Living Wage Employer and exploring the options to establish a Real Living Wage District
- 3.5 Working with local employer groups, Careers Service and Educators, to facilitate interventions that inspire children and young people on their future careers.



THEME 4: SUPPORTING OUR COMMUNITIES “RESILIENCE & PARTNERSHIP”

We want our communities to thrive and will work in partnership to develop initiatives that will support and strengthen our families and local communities. Locally, there is a strong commitment to ensuring that social value is at the forefront of our policies, in order to create education, skills, employment and training opportunities for residents living in poverty.

- 4.1 Supporting the NW Community Wealth Building Partnership in the delivery of their action plan
- 4.2 Supporting the design and implementation of social clauses within the City Deal projects with programme partners
- 4.3 Implementation of the NI Civil Service Collaboration Test & Learn approach as a pilot in the Moor DEA. Test & Learn Initiative aims to create a more collaborative and efficient means to deliver place-based initiatives, so that services are people-centred, and outcome focused
- 4.4 Expansion of circular initiatives to promote the reuse of uniforms and sports clothing, repair of electrical goods, exchange of items through the Library of Things
- 4.5 Exploration of Free School Day Initiative through the establishment of a Task & Finish Group.

Over and above these actions Council, statutory partners and local agencies will continue to provide many services that support people in poverty such as independent advice and source hardship support and distribute through a co-design process.



IMPLEMENTATION & REVIEW

Currently, discussions are taking place with lead partners to take forward the draft actions which are subject to consultation. It is expected after the consultation phase, that the agreed actions with lead partners will have a defined timescale for implementation and a defined outline of proposed benefits.

Embedded within the actions is the need to reduce stigma for people seeking support and to enshrine the principles of compassion and dignity.

Partners involved in the delivery of the actions will be committed to inclusion and providing supportive environments for people with lived experience to participate.

It is proposed that an annual event will be hosted to look back on delivery and to take stock of any new or emerging needs and or opportunities.

NEXT STEPS

We would welcome your thoughts and comments on this draft action plan. These should be sent to **antipoverty@derrystrabane.com** or call **028 71 253 253, ext. 6660**, if you require this information in an alternative format.



ACKNOWLEDGEMENTS

We have endeavoured to take into account the views of all the people consulted in preparing this draft Action Plan. Sincere thanks to representatives from Council, the statutory, community and voluntary, private sector and local agencies for their contribution to our co-design process.

Special thanks to those with lived experience of poverty, who provided valuable input at our workshops and focus groups. Your involvement is greatly appreciated.

