



2018-2023

Armagh City, Banbridge & Craigavon Borough Council

CORPORATE PLAN



Armagh City
Banbridge
& Craigavon
Borough Council



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01 FOREWORD

...ALLOWING US TO MOVE FORWARD CONFIDENTLY NEW, EVEN MORE AMBITIOUS CORPORATE PLAN FOR

VISION

Our Corporate Plan 2018-2023 sets out our ambitious aims for the Borough over the next five years. It outlines our ongoing commitments to provide high quality, efficient and effective public services, facilities, projects and programmes. It is our vision that in this way we will create “a healthy, happy and connected community, a vibrant and sustainable economy and appealing places for living, working and learning.”

This is our roadmap for delivering the Community Plan, the overarching strategy for the Borough, which was developed by all the relevant statutory partners in consultation with local people and communities.

In this Corporate Plan, we also set out our strategic direction on a broader scale, outlining how we will promote the Borough on a local, regional, national and global stage to attract investment to the area.

CONFIDENCE

This is our second corporate plan since our council was formed in 2015, and we can look back with pride at what we have achieved since then.

In the last three years we have developed and implemented a number of key strategies including Regeneration and Development Strategy (2015-2020), ‘Connected’ Community Plan (2017-2030), and ‘Transform’ Tourism Strategy (2017-2022) to improve the lives of everyone in the area.

We also recently launched our Preferred Options Paper for our new Local Development Plan (LDP). Once finalised, the LDP will allow the Borough’s economy to develop further and meet the demands of a growing population.

These successes allow us to move forward confidently, knowing that we can deliver again with a new, even more ambitious Corporate Plan for 2018-2023.

STRATEGIC DECISIONS

Councils now have more responsibility than has been seen in a generation. The increased powers we were granted in 2015 allow us to make decisions that affect not only our Borough, but the region as a whole.

We are tasked with making strategically important decisions that will affect future generations, and it is in this context that we encourage everyone to engage with their elected members so that we can co-create a Borough in which we are all proud to live, work, visit, learn and invest.

INVESTMENT

Through careful management we can look forward to implementing an investment programme worth £110 million across a variety of targeted projects over the next four years.

Key developments include a brand new purpose-built Leisure Centre in Craigavon (£35m), Armagh Leisure Village (£30m), upgrading play parks (£4.75m), expanding

01 FOREWORD

, KNOWING THAT WE CAN DELIVER AGAIN WITH A OR 2018-2023.

Dromore Community Centre (£1.8m), and extending Kernan Cemetery (£1.2m), among others. We are also delivering support for rural areas (£8m) and carrying out a number of environmental improvement schemes in towns and villages throughout the Borough.

This is in addition to securing UK government funding for improved digital connectivity to enable greater business growth (£2.4m), EU funding to support peace and reconciliation and promote social and economic stability (£4.9m), and Heritage Lottery Funding to enhance and regenerate Armagh's historic city centre (£6.3m).

We now grant around £1m every year in financial assistance to various community

groups, considerably more than the previous councils awarded. We are also engaging with private industry in key sectors to help them grow, expand and address current and future challenges and actively promote the Council area as open for business.

Significant focus is being given to our town centres in particular, with the establishment of new town centre taskforces across the Borough with a focus on addressing the issues that are impacting on the future development of town centres. Ongoing engagement is taking place with government departments, public and private sectors, business organisations, and chamber groups to ensure we have a co-ordinated approach to our town centre agenda.

THE FUTURE

We are acutely aware of the external environment – in particular, uncertainty over the potential impact of Brexit and the lack of an Executive – so we have been working even harder to deliver improved services and projects for local communities. Having successfully tackled major changes over the last few years with the creation of the new Council in April 2015, we are ready to tackle the next period of important change locally, regionally and nationally. We appreciate all the feedback we received on the consultation for this Corporate Plan, and would like to thank everyone who took the time to respond. This is your council and your participation and continued engagement is key to your Borough's success. We look forward to realising this

exciting and progressive plan for the benefit of everyone who comes in contact with our distinctive and vibrant Borough.



Gareth Wilson
Lord Mayor
Armagh City Banbridge & Craigavon



Roger Wilson
Chief Executive
Armagh City Banbridge &
Craigavon Borough Council

02 OUR ELECTED MEMBERS

OUR MEMBERS REPRESENT THE INTERESTS OF THEIR CONSTITUENTS AND ENSURE THE VIEWS OF THEIR ELECTORAL AREAS AND THE ENTIRE POPULATION OF THE BOROUGH ARE REFLECTED IN THE DECISIONS THAT THE COUNCIL TAKES.

Armagh City, Banbridge and Craigavon Borough Council has 41 democratically elected members, representing 7 District Electoral Areas, as indicated in the map.

Our elected members represent the interests of their constituents and ensure the views of their electoral areas and the entire population of the Borough are reflected in the decisions that the Council take.

The 7 principles of public life (also known as the “Nolan Principles”) guide everything that our elected members and staff do. These are Honesty, Accountability, Objectivity, Leadership, Openness, Selflessness and Integrity.

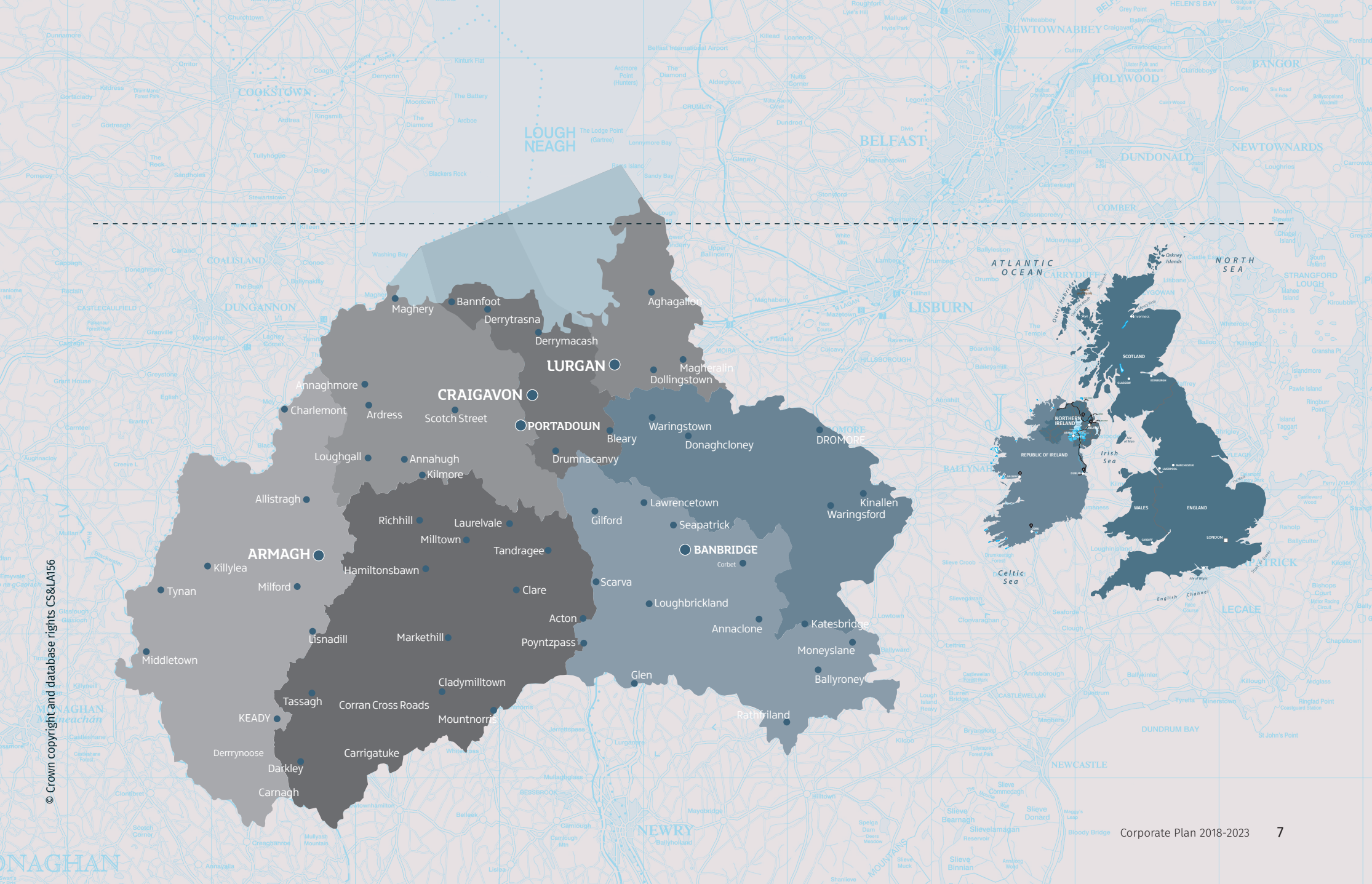
The council is a decision making body that meets once a month to discuss, oversee and ratify decisions taken by Committees. It has 6 Committees that meet monthly and a Performance and Audit Committee that meets quarterly. An Annual General meeting is held each year when a Lord Mayor and Deputy Lord Mayor are elected. Chairs and Vice-Chairs of Committees are also elected at the annual general meeting.

Details of Committee meetings and relevant papers can be found at armaghbanbridgecraigavon.gov.uk

Further details on each elected member can be found at armaghbanbridgecraigavon.gov.uk

For further information, please contact democraticservices@armaghbanbridgecraigavon.gov.uk





VALUES IN ACTION

OUR CORPORATE PLAN IS UNDERPINNED BY A SET OF CORE VALUES WHICH WILL GUIDE THE WORK OF THE COUNCIL AND INFORM OUR STANDARDS OF CONDUCT AND BEHAVIOUR. ACTIONS SPEAK LOUDER THAN WORDS AND YOU WILL SEE OUR VALUES IN ACTIONS EVERY DAY. WE ARE A FORWARD THINKING, AMBITIOUS ORGANISATION, AIMING FOR GOLD STAR STATUS, WITH A POSITIVE CULTURE THAT PROVIDES THE ABC EXPERIENCE...

**SERVE
PASSIONATELY,
ENGAGE
POSITIVELY,
DELIVER
CONSISTENTLY...
BECAUSE WE
CARE.**

03

04

VISION

Our Corporate Plan reflects how we as an organisation commit to the future of the town as well as the work we will do to ensure we continue to provide high quality services that have shaped our new Corporate Plan.

IT IS OUR VISION THAT WE WILL CREATE “A HEALTHY AND SUSTAINABLE ECONOMY AND APPEALING PLACE”

As a Council we have identified our top key programmes as follows:
**Investment & Growth Agenda including Town Centre Regeneration
Improve everyone's Health & Well being // Customer Service**

long term outcomes identified in the Community Planning process, quality services. The Community Planning process and vision has

**Y, HAPPY AND CONNECTED COMMUNITY, A VIBRANT
CES FOR LIVING, WORKING AND LEARNING.”**

omes that we will commit to deliver. These include:
e Development // Clean Neighbourhoods //
er Care

05

CORPORATE PLAN: MAKING IT HAPPEN

ENSURING OUR COUNCIL IS 'FIT FOR PURPOSE', ENSURING WE DELIVER QUALITY SERVICES AND BECOME MORE EFFICIENT AND EFFECTIVE IN EVERYTHING WE DO.

Our corporate plan is one of a suite of strategic documents which the council uses to manage its business effectively.

These plans are linked by a 'golden thread' which helps to identify how services, departments, teams and individual members of staff will work to deliver our shared outcomes for the benefit of customers, residents and communities.

To Make It Happen, council will deliver services and activities across 4 main themes.

The first theme focuses on the council itself: **Committed Council**.

Within this part of our corporate plan we outline the importance on ensuring our council is 'fit for purpose', ensuring we deliver quality services and become more efficient and effective in everything we do.

The remaining three themes complement the Community Plan: **Economy, Community and Place**, and are aligned to its 9 long term outcomes.

Within these themes we provide a bespoke narrative, highlighting our uniqueness and why this topic is important to the Borough. We explain what we as a council are doing to contribute to these outcomes - Our Commitments - as well as outlining key activities for us as an organisation.



SUMMARY OF OUR COMMITMENTS:

THE FOLLOWING SECTION DETAIL OUR COMMITMENTS THAT WE ARE MAKING, WHICH CONTRIBUTE TO OUR VISION.

COMMITTED COUNCIL	COMMITMENT	COMMITMENT	COMMITMENT
	<ul style="list-style-type: none"> ✓ Take a one council approach with clear, robust and accountable processes. 	<ul style="list-style-type: none"> ✓ Staff and elected members are ambassadors promoting the values and ambition of the organisation. 	<ul style="list-style-type: none"> ✓ Increased customer satisfaction with council services.
	ENTERPRISING	SKILLED	TOURISM
	<ul style="list-style-type: none"> ✓ Business Start- up and growth. ✓ Efficient connections. ✓ Provide information, services and programmes. 	<ul style="list-style-type: none"> ✓ Employability skills and training. ✓ Apprenticeships, work experience, volunteering. ✓ Up to date skills and learning. 	<ul style="list-style-type: none"> ✓ Understanding visitors. ✓ Create and develop a unique visitor proposition and brand. ✓ Quality visitor experiences through places, accommodation & attractions.
COMMUNITY	CONFIDENT	HEALTHY	WELCOMING
	<ul style="list-style-type: none"> ✓ Empower communities to contribute to decisions. ✓ Community activities and events. ✓ Safe, accessible and welcoming facilities. 	<ul style="list-style-type: none"> ✓ Work with partners to reduce inequalities in health. ✓ Provide a range of quality opportunities for everyone to be active and healthy. ✓ Health protection and safety. 	<ul style="list-style-type: none"> ✓ Empower communities to respect each other, build relationships, grow together. ✓ Shape and design places that value diversity. ✓ Include everyone in community life.
PLACE	ENHANCED	CREATIVE	REVITALISED
	<ul style="list-style-type: none"> ✓ Increased understanding and respect of environment. ✓ Develop and enhance our assets in sustainable way. ✓ Promote civic pride and access to our local places. 	<ul style="list-style-type: none"> ✓ Seek investment to preserve uniqueness of our heritage. ✓ Increase participation in arts and culture. ✓ Improve accessibility to creative experiences. 	<ul style="list-style-type: none"> ✓ Tackle physical and social deprivation. ✓ Secure investment in infrastructure and connectivity. ✓ Attractive, healthier, safer, cleaner neighbourhoods.

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CORPORATE PLAN: MAKING IT HAPPEN

COMMITTED COUNCIL

The core of a productive organisation is the people, processes and culture that make it up. We will build our capability through positive culture and leadership, transformation, communication and valuing and investing in our staff. We will look at how we can improve the day to day experiences of those using our services.

We are still a young organisation. We will continue to harmonise our services and provide a 'one council' approach delivering

'citizen centred' services. To do this we must keep modernising, developing our staff and focusing on delivery of services to our citizens. Managing and organising ourselves as a productive council will give us a strong basis for achieving the goals and ambitions we have set out in this plan.

We will continue to openly communicate the work council delivers to our customers through its initiatives and services in a wide variety of ways. Making sure correct, up

to date and relevant council information is made available to the people of the Borough and to council staff.

We will be a council that is easy to do business with. We understand the needs of our residents, our decision-making will be influenced by those needs and we aim to make our customer experience as easy as possible.

THESE ARE OUR COMMITMENTS FOR OUR COUNCIL.

Take a one council approach with clear, robust and accountable processes.

Staff and elected members are ambassadors, promoting the values and ambition of the organisation.

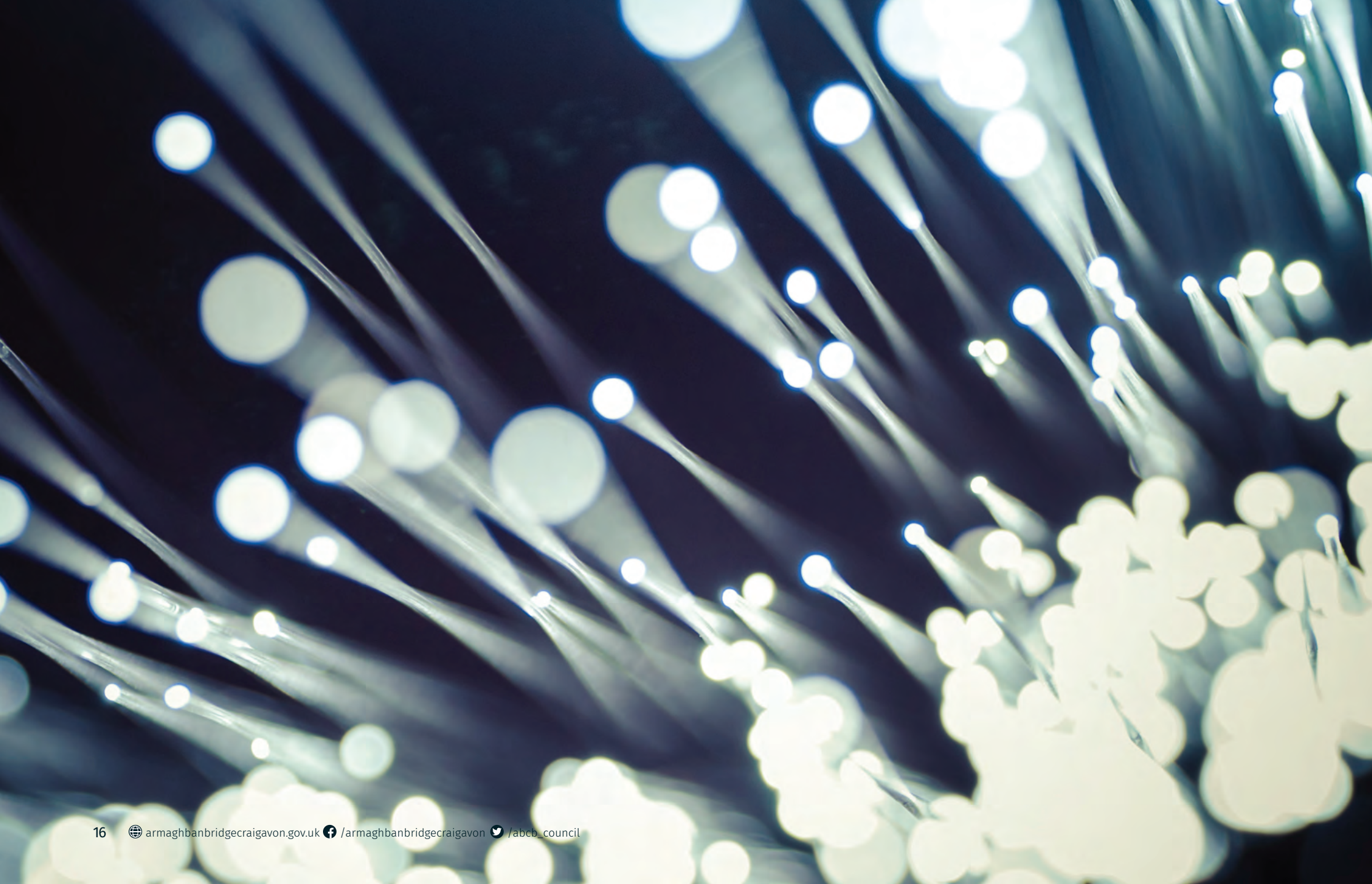
Increased customer satisfaction with Council services.

TO ACHIEVE THIS, WE WILL:

- Improve service delivery and increase customer satisfaction.
- Enhance local democracy by facilitating the development of elected members, promoting civic leadership, respect and integrity.
- Communicate clearly in a timely manner both internally and externally.
- Value and manage the talent within the Council.
- Have robust decision making with sound governance arrangements.

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council / 'kaʊnsəl
a group of people
together and to
things: The city
build a new swi



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CORPORATE PLAN: MAKING IT HAPPEN

ENTERPRISING ECONOMY

LONG TERM OUTCOME OF COMMUNITY PLAN
OUR BOROUGH IS A CENTRE OF EXCELLENCE FOR ENTREPRENEURSHIP, INNOVATION AND INVESTMENT.

With 210,300 residents and 8,275 businesses, Armagh City, Banbridge and Craigavon Borough boasts a total employee workforce of over 75,100 and is home to some of Northern Ireland’s largest and most successful companies including Moy Park, Tayto, Fane Valley, Irwins, Turkingtons, Almac and Wilsons.

Our industries are vibrant and wide ranging. Our growth sectors include Agri-Food, Health and Life Sciences, Advanced

Manufacturing Digital/Digitech. Our thriving Agri-Food sector consisting of dedicated growers and producers and high quality places to eat and drink, has been duly recognised. 11 local companies, based in the Borough won 18 ‘Great Taste Awards’, 8 local companies won 12 Irish Food Awards (Blas na hEireann). These awards are considered the Oscars of the Food industry.

We launched our inaugural Business Awards in 2017 to officially recognize,

reward and profile our most industrious, hardworking and enterprising companies both large and small. Building on these sound and solid foundations, council places the utmost importance on the need for continued entrepreneurship and economic growth.

Tackling the poor physical and broadband connectivity in rural areas is an issue that the council is committed to working in partnership with relevant providers.

THESE ARE OUR COMMITMENTS FOR OUR ENTERPRISING ECONOMY.

Foster an entrepreneurial culture leading to business start-up and growth.

Ensure efficient connections to support enterprise and growth, in urban and rural areas.

Provide information, services and programmes to promote and sustain business and build strong thriving economy.

TO ACHIEVE THIS, WE WILL:

- Promote our Borough as a location ‘Open for Business.’
- Support sustainable economic development to meet the needs of our citizens and for future generations.
- Proactively seek development of high quality business infrastructure.
- Provide a ‘One-Stop’ team to investors and business start ups.

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CORPORATE PLAN: MAKING IT HAPPEN

SKILLED ECONOMY

LONG TERM OUTCOME OF COMMUNITY PLAN
PEOPLE ARE BETTER EQUIPPED TO TAKE FULL ADVANTAGE OF THE OPPORTUNITIES PROVIDED BY OUR DYNAMIC ECONOMY.

Our Borough has a higher proportion of jobs in manufacturing (15%) than Northern Ireland as a whole and at 2.0%, a lower rate of people claiming unemployment related benefits. However, employers tell us that there is a lack of skills for specific sectors which the council is extremely keen to help address. This is more than just connecting local people to jobs, it is also about promoting the positive contribution that employment can make to people's

lives, improving their opportunities and life choices.

Council will play its part in supporting people to find work. We will seek to improve fairness in the labour market by helping the most vulnerable and disadvantaged. We provide support to local projects such as Jobfairs, Business Education Partnership and businesses, helping participants make informed decisions about their future learning, their future employment and

entrepreneurial opportunities.

Working with key educational providers, will allow us to concentrate on activities that will support our economy to grow from strength to strength.

THESE ARE OUR COMMITMENTS FOR OUR SKILLED ECONOMY.

Facilitate others to provide employability skills and training.

Provide opportunities for apprenticeship, work experience and vocational volunteering within our workforce and across the Borough.

Encourage all employers to keep their workforce up to date with new skills and learning.

TO ACHIEVE THIS, WE WILL:

- Support all young people and school leavers in their career pathways.
- Facilitate and lead skills and employability opportunities to advance business development.
- Support Life Long learning to meet specific needs of the Borough.
- Work in partnership to ensure opportunities are available to all.





05

CORPORATE PLAN: MAKING IT HAPPEN

TOURISM ECONOMY

LONG TERM OUTCOME OF COMMUNITY PLAN
OUR BOROUGH IS THE DESTINATION OF CHOICE FOR INTERNATIONAL VISITORS.

Council is committed to stimulating tourism throughout the Borough, by providing memorable and unique visitor experiences. We want to showcase our culture, tell our stories, celebrate local food and orchard produce and deliver top quality signature events to a domestic and increasingly an international audience.

In 2016, as a Borough we attracted 145,000 overnight trips, equating to £26m visitor spend. Nevertheless, we have room for

improvement and so we have ambitious plans to become the destination of choice.

Armagh City and the orchard landscape will provide the centrepiece of the destination, supported by the food and drink offering and the linen and orange heritage of the Borough. The focus on overnight stays is designed to encourage people to visit all parts of the Borough and stay in some of the top quality accommodation, from the award winning Blackwell and Newforge

houses, to our quality hotel and B&B provision to glamping at Tepee Valley.

We will continue to develop our key signature events of Saint Patrick's Festival, The Food and Cider Festival and Georgian Festival to attract national and international visitors.

THESE ARE OUR COMMITMENTS FOR OUR TOURISM ECONOMY.

Understand our visitors, evaluate their experience to influence future tourism activity.

Create, develop and provide a unique visitor proposition, tourism narrative and brand.

Enhance visitor experiences through internationally appealing places, accommodation and attractions.

TO ACHIEVE THIS, WE WILL:

- Provide a clear competitive proposition for the destination.
- Develop a clear vision for arts and culture provision across the Borough.
- Enhance the offering within our tourist venues.
- Actively promote venues, destinations and programmes.

05

CORPORATE PLAN: MAKING IT HAPPEN

CONFIDENT COMMUNITY

LONG TERM OUTCOME OF COMMUNITY PLAN
**EVERYONE HAS OPPORTUNITIES TO ENGAGE
IN COMMUNITY LIFE AND SHAPE DECISIONS
- WE HAVE A STRONG SENSE OF COMMUNITY
BELONGING AND TAKE PRIDE IN OUR AREA.**

Through our services, range of facilities, access to resources and funding we are committed to building a confident community. And we will use our civic leadership role to promote pride in our area.

Many community & voluntary networks and groups play a crucial role in providing valued community activities and services. Across the Borough there are differences in the community infrastructure as well

as service provision. Better partnership working and sharing of resources would help more people to participate. We will partner with our community and voluntary sector to increase the range of opportunities for people to engage in community life.

Since 2015, we have proactively supported local communities to improve the quality of life for our residents. Our financial assistance policy provides direct financial

support to local groups. We also provide a wide and varied programme of activities for the benefit of local people and communities.

We have a large rural population and with our SOAR (Southern Organisation for Action in Rural areas) budget of £8.2 million, this will provide support to our rural areas, promoting community development and regenerating our communities.

THESE ARE OUR COMMITMENTS FOR BUILDING A CONFIDENT COMMUNITY

**Empower communities to
contribute to decisions on
issues that matter to them.**

**Provide council community
activities and events that bring
enjoyment and a sense of civic
pride.**

**Ensure council facilities and
services are safe, accessible
and welcoming to everyone.**

TO ACHIEVE THIS, WE WILL:

- Support and build the capacity of all our existing and new communities.
- Improve community capacity and well being in our urban and rural areas, to tackle disadvantage and exclusion.
- Provide opportunities to develop and effectively engage with all communities.
- Deliver a varied range of council activities and events across the Borough.





05

CORPORATE PLAN: MAKING IT HAPPEN

HEALTHY COMMUNITY

LONG TERM OUTCOME OF COMMUNITY PLAN
PEOPLE ARE MAKING POSITIVE LIFESTYLE CHOICES. THEY ARE MORE RESILIENT AND BETTER EQUIPPED TO COPE WITH LIFE'S CHALLENGES.

Council, in partnership with our statutory agencies and the community and voluntary sector, contributes to a healthy community through health protection, health improvement as well as our services and expertise.

We provide an exciting range of health improvement related activities and facilities to enable positive lifestyle choices for everyone which will contribute to the physical and emotional wellbeing of all

our citizens. With our partners, we want to reduce the health inequalities that we know exist.

Continued investment in indoor and outdoor leisure provision across the Borough complemented by engaging activity programmes led by our committed and experienced staff is key going forward.

Our facilities, open spaces, parks and programmes offer people choices, and

contribute to healthy lifestyles and positive mental wellbeing.

Recently 9 parks and open spaces across our area were awarded the prestigious Green Flag Awards this included 3 first time winners: ABC Canal Greenway, Lough Neagh Conservation Area and The Mall in Armagh City. This showcases the dedication and hard work our staff put in to ensure these spaces are maintained to extremely high standards.

THESE ARE OUR COMMITMENTS FOR A HEALTHY COMMUNITY

In partnership help to reduce health inequalities.

Provide a range of quality opportunities for everyone to be active and healthy.

Ensure that high standards of health protection and safety are met across the Borough.

TO ACHIEVE THIS, WE WILL:

- Develop and deliver a holistic approach to improve physical and emotional health and wellbeing, reduce health inequalities and tackle poverty and social isolation.
- Provide a network of high quality leisure and recreation facilities.
- Maintain and expand upon wider infrastructure of open spaces, cycle routes, walk routes to the highest standards.
- Get Everybody Active throughout their lifetime to realise the longest, healthiest and most fulfilling life possible.

05

CORPORATE PLAN: MAKING IT HAPPEN

WELCOMING COMMUNITY

LONG TERM OUTCOME OF COMMUNITY PLAN
**OUR BOROUGH IS A SAFE, RESPECTFUL AND
PEACEFUL ENVIRONMENT**

Our aim is to foster a safe and tolerant community where everyone feels valued and included. While 89% of our residents were born in Northern Ireland, we have an ever-growing diverse population. We want our Borough to value diversity and harness the opportunity it brings for culture, innovation and economic development.

We understand our residents’ concerns about crime, anti-social behaviour and social isolation. Through the Policing and Community Safety Partnership and Good Relations Team we will continue to find ways to improve public safety and reduce crime and disorder.

This work will continue to complement the delivery of our Peace IV Programme with a budget of £4.9million. This funds initiatives

and projects focusing on cross-community relations and understanding to create a more cohesive society.

THESE ARE OUR COMMITMENTS TO BUILD A WELCOMING COMMUNITY

**Support and empower
communities to respect each
other, build relationships and
grow together.**

**Shape and design places
that value diversity and are
welcoming, safe and accessible
for all.**

**Enable everyone to be included
in community life.**

TO ACHIEVE THIS, WE WILL:

- Maximise the potential of city, towns and villages
- Work with partners to support our older people, younger people and harder to reach groups
- Deliver a Social Inclusion Strategy
- Deliver programmes to support these aims including Peace IV, Good Relations and PCSP





05

CORPORATE PLAN: MAKING IT HAPPEN

ENHANCED PLACE

LONG TERM OUTCOME OF COMMUNITY PLAN
OUR RICH AND VARIED BUILT HERITAGE AND NATURAL ASSETS ARE PROTECTED, ENHANCED AND EXPANDED FOR CURRENT AND FUTURE GENERATIONS TO ENJOY.

The uniqueness and diversity of our landscape is one of our greatest assets. Our residents and visitors can enjoy a number of nature reserves, which are home to diverse flora and fauna. Our waterways network provides a range of activities for all the family; cycling, walking, rowing or sailing are all available. The Navan Fort is an area of significant archaeological interest, attracting local people and visitors alike. The recent transformation of the People's

Park, Portadown into a stunning shared space along with a programme of activities, illustrates our proven success and our commitment to providing enhanced places at both a local and regional level. Council will continue to deliver a number of heritage-led regeneration schemes. Funding has been awarded to support Armagh City and Lurgan Townscape Heritage projects; restoring and revitalising buildings within conservation areas. With

Planning now a function within Council, this provides an opportunity for greater integration, synergy and efficiency on how we deliver all our schemes.

As a member of the Keep Northern Ireland Beautiful (KNIB) 'Live Here Love Here', we support schools and local community groups on developing projects that increase civic pride, including wildflower community gardens, clean-ups, tackling dog fouling and littering.

THESE ARE OUR COMMITMENTS TO ENHANCE OUR PLACE

Increase community understanding and enjoyment of the natural and built environment.

Develop and enhance our assets in a sustainable way.

Promote civic pride and access to local places .

TO ACHIEVE THIS, WE WILL:

- Deliver our Capital Investment Programme.
- Continue to deliver efficient waste collections and awareness programmes to ensure our neighbourhoods are clean and safe.
- Regenerate our city, town centres, and villages.
- Implement our Local Development Plan.

05

CORPORATE PLAN: MAKING IT HAPPEN

CREATIVE PLACE

LONG TERM OUTCOME OF COMMUNITY PLAN
OUR BOROUGH IS AN INSPIRATIONAL AND CREATIVE PLACE OFFERING QUALITY, INCLUSIVE ARTS AND CULTURAL EXPERIENCES.

Our arts and cultural offering provides a wealth of unique experiences and opportunities. People can enjoy a performance, exhibition or interactive workshop in the Market Place Theatre and Arts Centre in Armagh City, experience the dynamic exhibition and engagement programme at Millennium Court Arts Centre, Portadown or visit the gallery at F.E McWilliam, Banbridge celebrating one of the Borough's favourite sons.

Moneypenny's Lockhouse on the Newry Canal has a strong focus on blacksmithing.

Our venues have received numerous awards. Along with Mount Ida Pottery, our 5-star visitor attraction; the F.E. McWilliam Gallery and Studio has been awarded a 4-star rating under Tourism NI. The Gallery joins 6 other visitor attractions within the Borough to receive a 4-star rating.

We are home to 3 accredited museums; Armagh County Museum, the oldest of its kind in Ireland, is located on the beautiful Georgian Mall in Armagh; Craigavon Museum Services, located at Oxford Island, focusses on learning, reminiscence and bringing heritage to local people; The Barn Museum at Tannaghmore Gardens contains a folk museum focussed on farming, domestic work and school life.

THESE ARE OUR COMMITMENTS TOWARDS OUR CREATIVE PLACE.

Seek investment to preserve the uniqueness of our heritage.

Increase participation in arts and culture to high quality creative experiences.

Improve accessibility to high quality creative experiences.

TO ACHIEVE THIS, WE WILL:

- Develop a clear vision for arts and culture provision across the Borough
- Promote the area as a place to live, visit and invest in
- Proactively source funding and partnership opportunities towards investment in our Borough
- Provide high quality arts and cultural venues





05

CORPORATE PLAN: MAKING IT HAPPEN

REVITALISED PLACE

LONG TERM OUTCOME OF COMMUNITY PLAN
Our distinctive and vibrant urban and rural area are at the heart of community and economic life.

Our Borough is the place where we as individuals have chosen to live, to have our family life, to go to school, to work, to invest, to play, to shop. It's our community, it's our space, it's our place.

We need to meet the changing demands for our current population and needs of future generations and ensure that our Borough, our city, town centres and villages, remain at the heart of community and economic life.

Through our public realm, townscape heritage initiatives and capital investment programmes, the appearance of our city, towns, villages and rural areas have been and will continue to be revitalised - making people feel good when they visit, shop, work or live here.

We will work to ensure our neighbourhoods are kept clean, bins are lifted, health and safety standards are adhered to making our areas more attractive, healthier, safer

and cleaner. This means more people will want to live or visit here. Businesses will be more likely to invest, or set up; improving the economy and creating jobs.

THESE ARE OUR COMMITMENTS FOR OUR REVITALISED PLACE.

Tackle physical and social deprivation.

Secure investment in infrastructure and connectivity.

Ensure our neighbourhoods are more attractive, healthier, safer and cleaner.

TO ACHIEVE THIS, WE WILL:

- Tackle problems of poor physical and broadband connectivity in rural areas
- Develop, in partnership our urban and rural transport linkages
- Look for opportunities to stimulate and revitalise the Borough through our Capital Investment Programme
- Keep our city, towns and villages and rural areas attractive

06

CROSS CUTTING THEMES:

As part of the development of our Community Plan, consideration was given to a small number of cross cutting themes. The close alignment between our Corporate Plan and the Community Plan has ensured that these cross cutting themes are integral to everything we will deliver within our Corporate Plan.



CONNECTIVITY

We believe connectivity is integral to improving quality of life. Through our plan we will work to transform and connect all areas of our borough physically, digitally and socially through shared collaborative approaches.



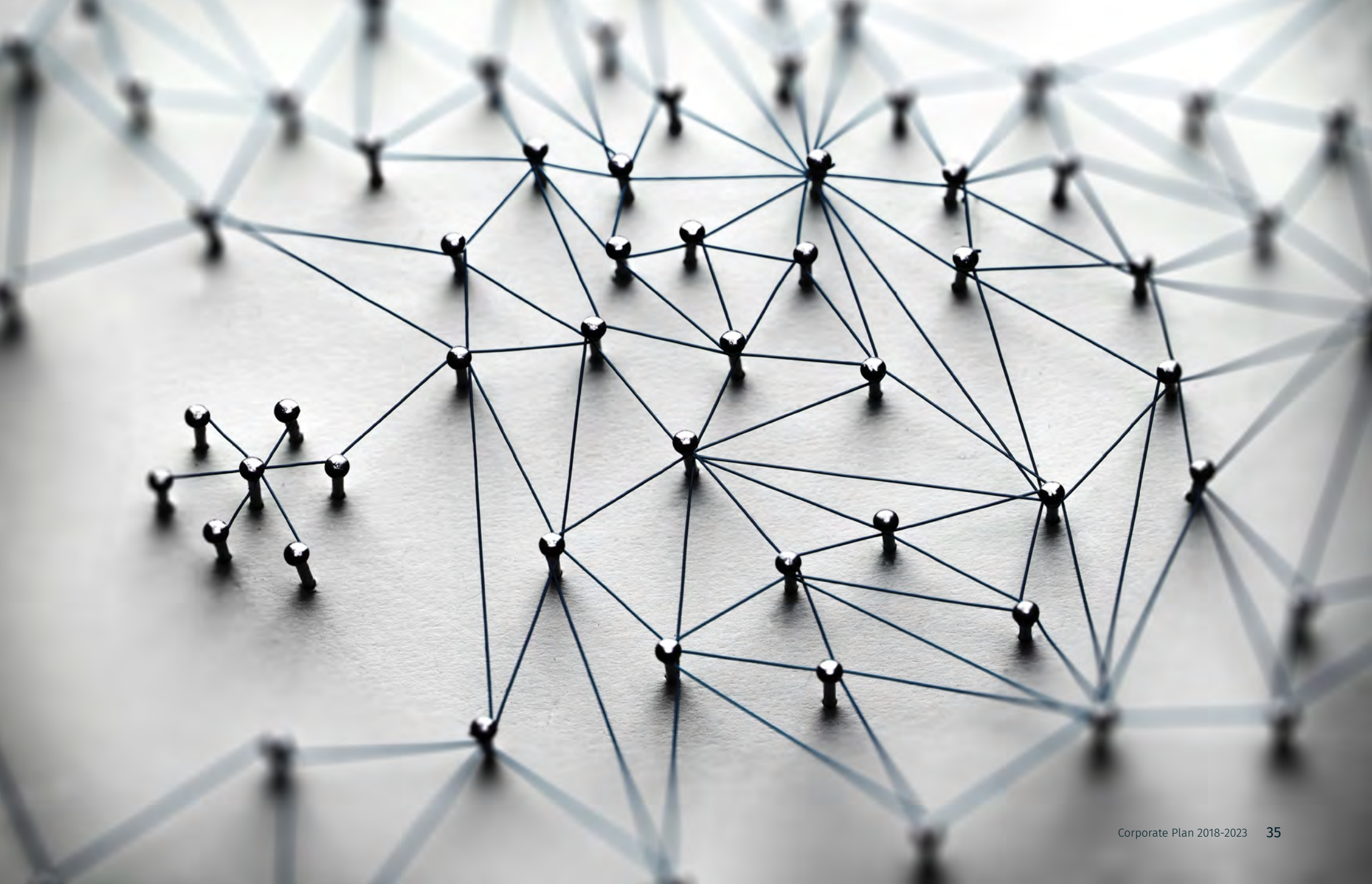
EQUALITY

We are committed to promoting equality, good relations and inclusion and believe them to be central to improving quality of life for everyone. A peaceful and inclusive society is vital to ensuring that we have a welcoming, confident and safe community.



SUSTAINABILITY

We will work to improve everyone's quality of life economically, environmentally and socially without compromising our future generation's ability to develop, grow and flourish.



07

OUR BOROUGH

LOCATION



Rivers, roads and railways: strategic location on the North-South and East-West economic corridors

30 minutes to Belfast // 1 hour to Dublin
45 minutes to Northern Ireland's two main airports



Strategic hub for Project Kelvin - a new, high capacity, extremely secure and reliable direct telecoms cable to North America, avoiding traditionally congested routes

COUNCIL

Armagh City, Banbridge and Craigavon Borough Council has

4 Directorates
15 Departments
1,330 Staff (full & part time)



158
Buildings



8,000+
Acres of land

9 centres

for recycling and disposing of household waste

50+ 'Bring banks'
 (i.e. bottle banks, textiles and dry recycling).



ECONOMY



70.7%
Employment rate
 (2016, aged 16-64 years)

1.9%

claiming unemployment related benefits, below the Northern Ireland rate of 2.5% (March 2018, aged 16-64 years)

Earnings (2017)



£24,320

average median earnings in 2017
 Median gross annual earnings for full-time employees who work in the borough
 (2017 provisional)



£3,566m

Our regions boasts a GVA of £3,566m, the highest output of any NI region after Belfast, equating to 9.6% of NI's total GVA.

07

OUR BOROUGH

Number of Registered Business



VAT and/or PAYE registered businesses (2017). This accounts for 12% of all the businesses in Northern Ireland

£69.94m
for 708 businesses

Invest NI support valued at £69.94m for 708 businesses. The support contributed towards **£504.65m** of investment secured for the area, including the promotion of **3,838 new jobs**. (2012-2013 to 2016-2017)

Tourism



£26m
spent (2016)

Housing prices



Annual Change **5.1% ↑** | Standardised Price **£117,055**
(Quarter 4, 2017 Provisional)

COMMUNITY

Belonging & Influence (2014 - 2016) Armagh City, Banbridge & Craigavon



90% Feel a sense of belonging to their neighbourhood
36% Feel have an influence on local decisions made in their neighbourhood

14% adults



22,186 individuals undertook voluntary work in past year in Armagh City, Banbridge & Craigavon

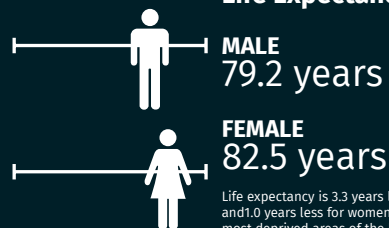
47%



of adults participate in sport or physical activity on at least one day a week

2013/14 – 2015/16
Continuous Household Survey, Department for Communities.

Life Expectancy



Life expectancy is 3.3 years less for men and 1.0 years less for women living in the most deprived areas of the borough.



80%
People good or very good general health



Armagh City, Banbridge & Craigavon
5.4%
Born outside the UK or ROI

7,896

Residents aged 3+
Main language not English or Irish

Polish
(2,919)

Lithuanian
(1,736)

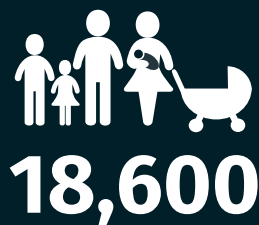
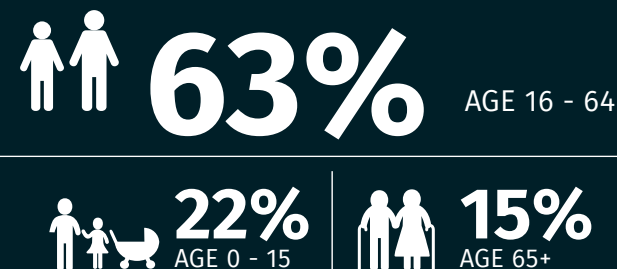
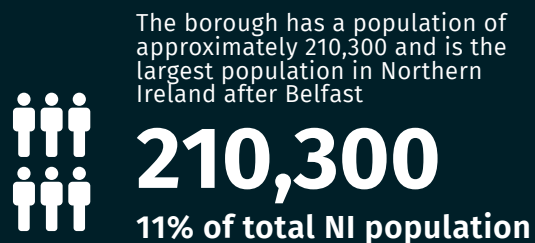
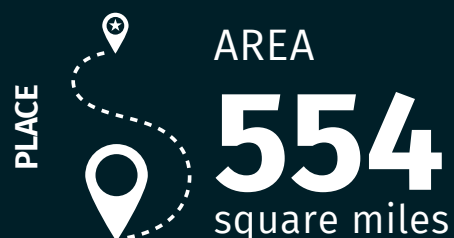
Portuguese
(834)



Top 3 other languages

07

OUR BOROUGH



Expected growth in population of borough to 2026



3 hubs*
6 local towns**
29 villages
66 small settlements

* Armagh City, Banbridge and Craigavon Urban Area (includes the three elements of Portadown, Central Craigavon and Lurgan)

** Keady, Markethill, Tandragee, Dromore, Rathfriland and Gilford

HUBS



Settlement



Population
(2011 Census)

Craigavon
Urban Area*
Banbridge
Armagh

64,193
16,653
14,749

LOCAL TOWNS



Settlement



Population
(2011 Census)

Dromore
Tandragee
Keady
Rathfriland
Gilford
Markethill

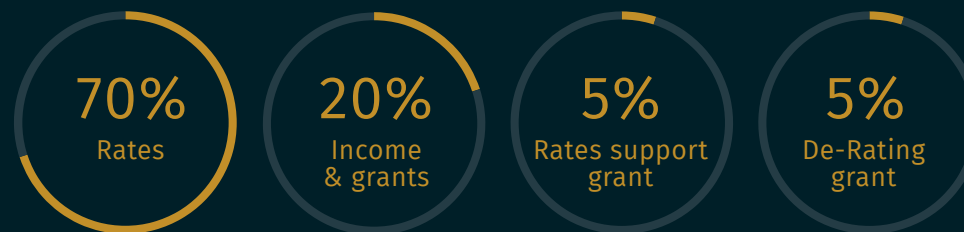
6,011
3,486
3,036
2,472
1,927
1,652

* (includes Portadown, Central Craigavon & Lurgan)

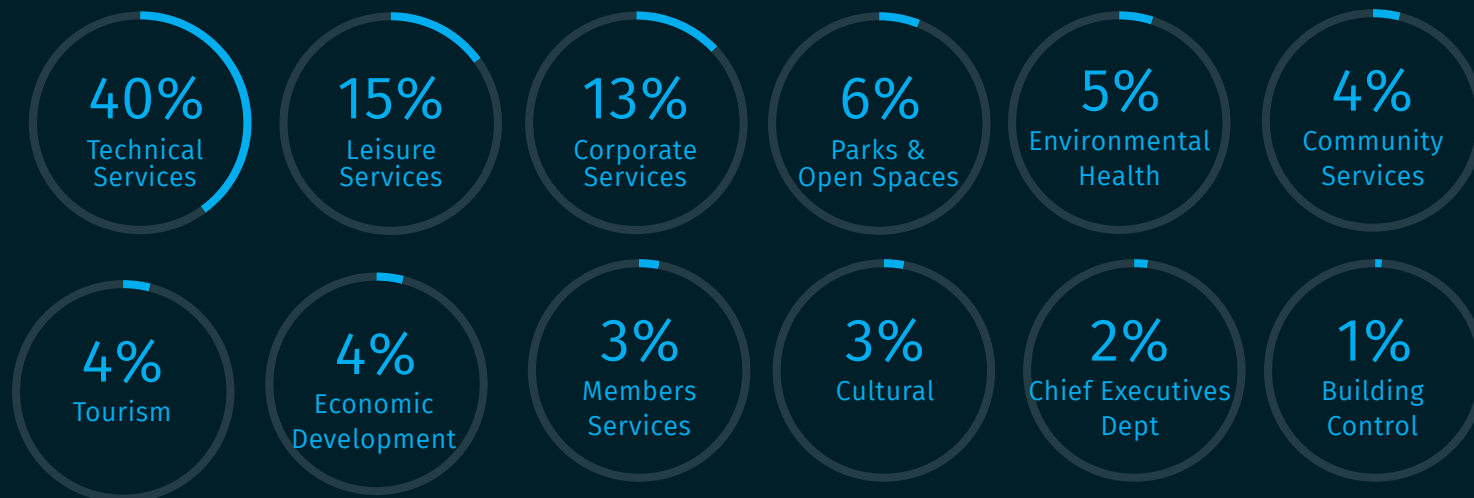
07

OUR BOROUGH

Where we get our money from:



Where we plan to spend our Money:



For further information please contact
Armagh City, Banbridge and Craigavon Borough Council

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