

OUR PEOPLE OUR PLACE OUR FUTURE

CORPORATE PLAN
2023-2027



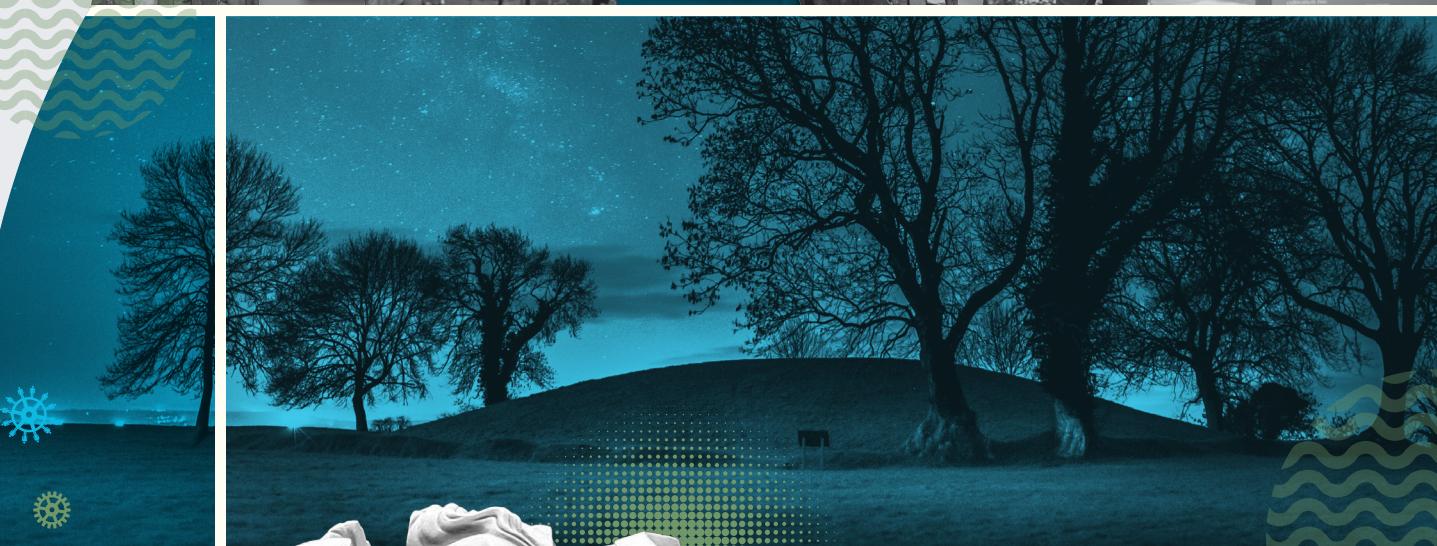
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Armagh City
Banbridge
& Craigavon
Borough Council

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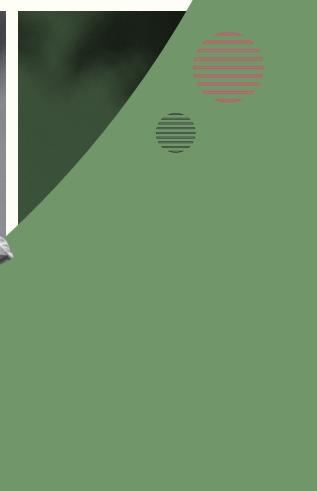


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**Our Corporate Plan captures
the essence of who we are and
how we will achieve a positive
impact within the Borough.**



FOREWORD

Within this Corporate Plan 2023 - 2027 you will find our vision, values and priorities over the next four years. It captures the essence of who we are and how we will achieve a positive impact within the Borough. It sets out our commitment to uphold the highest standards of service delivery, facilities, projects and programmes for the benefit of our people, our place and our future.

It is our vision to create “a happy, healthy and connected community, a vibrant and sustainable economy and appealing places for living, working and learning.”

The Corporate Plan represents our aspirations and our dedication to continuous improvement. We will work with purpose, making decisions that align with our core values and priorities. While much has been achieved, we are ambitious to improve and achieve more. This plan details how we will do this through our priorities:

- Environment and Place
- Community Wellbeing
- Economic Growth
- Service Delivery
- Staff, Leadership and Resources

Much has happened over the last four years. There were challenges as we dealt with the effects of the global coronavirus pandemic. During this unprecedented time, we had to adapt our services and manage the financial and wider impact on our organisation and on the wider communities we serve. This also provided the opportunity to review and assess how we delivered our services and priorities in a more efficient, innovative way to support our staff, residents, customers, and businesses.

As we witness the impact of climate change on the planet, we as a Council are committed to taking effective action and focusing on sustainable strategies to secure a better future for generations to come. A Net-Zero Carbon Roadmap Analysis is being developed as it is our ambition to transition towards a greener, cleaner and more resilient Borough so that, we can achieve regional and national targets.

Our staff play a vital role in the continued development and success of our Council. With the introduction of the Personal Development Conversation Framework, our aim is to support a workplace culture where all employees feel supported, led, managed, developed, engaged and included.

In an ever-changing landscape, we will move forward with confidence, determination and with a spirit of collaboration to deliver our services effectively and efficiently and obtain value for money for all communities in our Borough. We appreciate the impact that the rising cost of living is having on everyone. Delivering services with budget pressures will present significant challenges for us as an organisation. It does however promote careful planning and resource management to find innovative and creative solutions as well as opportunities to optimise procedures and processes. We will continue to embrace a culture of efficiency and continuous improvement by seeking funding partners and opportunities to meet our goals.

Council recognise the importance of inclusive growth and is committed to making a difference to the lives of people, working alongside partner agencies to increase life opportunities and support everyone to reach their full potential. Our priority is to improve the economic, social and environmental well-being through place shaping in order to attract visitors, investors, and to encourage people to be active, with a focus on promoting health and wellbeing. We will work to improve participation in arts and culture and strengthen the Borough as a visitor destination. In addition, we will support the growth of the local economy by securing investment in infrastructure and connectivity, and providing opportunities in skills development. All of this will help to ensure people feel valued, welcomed and included.

As we look forward to this new Council term, together Elected Members and Council staff will work with our stakeholders and partners to make this a better Borough for our people, our place and our future.

In conclusion, we would like to thank all who engaged in the process and contributed to developing this Corporate Plan.



Margaret Tinsley

Roger Wilson

Alderman Margaret Tinsley
Lord Mayor
Armagh City, Banbridge
& Craigavon Borough

Roger Wilson
Chief Executive
Armagh City, Banbridge
& Craigavon Borough Council

02

ACHIEVEMENTS & INVESTMENTS

We have gained a prestigious reputation both locally and regionally for being a highly ambitious, dynamic and progressive local authority with a strong focus on delivering outstanding public services, achieving operational excellence and unlocking the potential of our Borough for the benefit of everyone who lives, works or visits here.

The following pages provide an overview of key highlights we have achieved for

“

Our People, Our Place, Our Future.

OUR PEOPLE

Council of the Year at IPB Pride of Place Awards 2022

At the prestigious IPB Pride of Place Awards we were crowned 'Council of the Year' for submitting a significant number of well-prepared, high-quality entries throughout the 20-year history of these awards.

ABC Age Friendly Strategy

We launched an Age Friendly Strategy and Action Plan on International Day for Older Persons in 2023 to prioritise older people's right to live a full, active and healthy life.

Inclusive ABC

We strive to provide access to facilities, services, activities, and events for everyone through our Inclusive ABC initiative. We also work in partnership with Disability Sport NI and other organisations to provide inclusive programmes for children and adults with disabilities and long-term health conditions, offering a range of recreational and competitive physical activities and sports.

Ukraine Assistance Centre

Brownlow Community Hub was one of four regional centres offering assistance to Ukrainian refugees arriving in Northern Ireland. The centre provided access to advice and information on key services including legal, health, education, jobs, benefits, housing, and immigration.

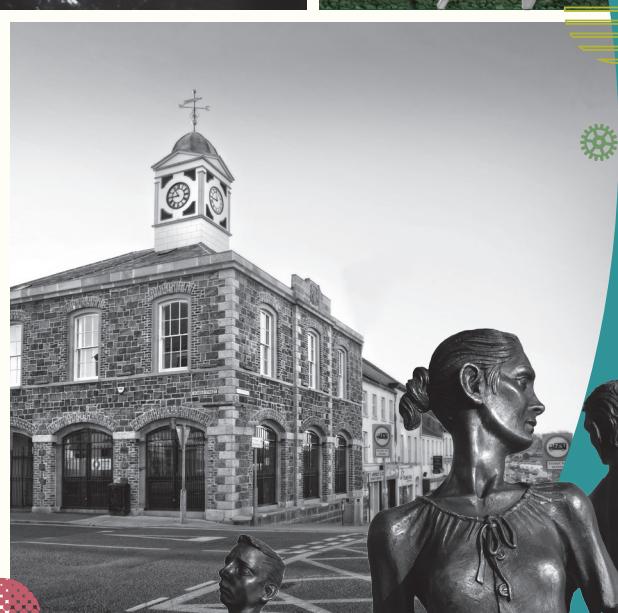
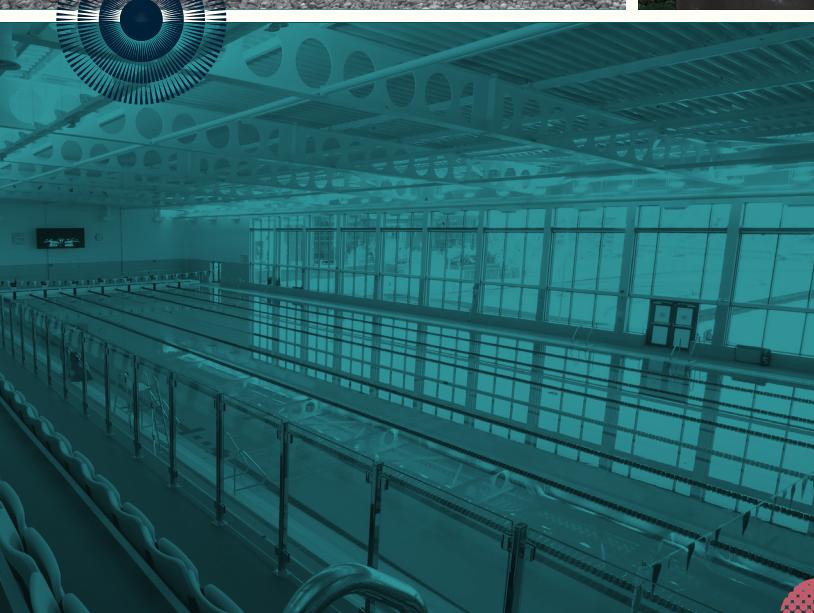
Healthcare POD

In partnership with the Southern Health and Social Care Trust, we opened a new healthcare POD in the Tommy Makem Arts and Community Centre, Keady. This POD is helping local residents access a safe and private space to attend virtual medical appointments, healthcare related groups and courses.





Armagh City, Banbridge & Craigavon Borough Council
CORPORATE PLAN 2023-2027



OUR PLACE

City of Culture 2025 Bid

Armagh City and the surrounding Borough made the longlist in the bid to become UK City of Culture 2025. The bid made it through to the last eight in the competition, raising the profile of the Borough across the UK.

South Lake Leisure Centre

Built at a cost of £40 million, South Lake Leisure Centre opened its doors in November 2020 during the pandemic. Since then, it has attracted over 1.8 million visitors and acted as a hub for people of all ages, abilities and fitness levels wanting to improve their health and wellbeing.

Let's Celebrate Towns Awards

Banbridge and Lurgan claimed top prizes at the UK-wide Let's Celebrate Towns Awards 2023, ranking them in the top eight towns in the UK. Banbridge was crowned the winner of the Champion category, with Lurgan picking up first place in the Rising Star category.

Place Plans

Armagh Banbridge and Craigavon Community Planning Partnership launched the first place shaping plan in Northern Ireland for Armagh in 2022, followed by the Banbridge Place Plan in March 2024. The council was the lead partner for both these projects. These plans create a shared vision for future growth and development that reflects the needs, aspirations and ambitions of local people.

Armagh City and Lurgan Townscape Heritage Schemes

Significant progress has been made to restore built heritage through the Armagh City and Lurgan Townscape Heritage schemes, funded in partnership with The National Lottery Heritage Fund, Council and property owners. This work is transforming and preserving many unique heritage buildings for future generations.

OUR FUTURE

£252m Growth Deal

As part of the Growth Deal, £252 million has been allocated to the Mid-South West (MSW) region. The Council is working in collaboration with Fermanagh and Omagh District Council and Mid Ulster District Council to develop major investment plans that will secure funding to help the region reach the ambitions set out in the Regional Economic Strategy.

£6.45m Upgrade for Banbridge Public Realm

Banbridge will benefit from a £6.45 million upgrade centred on the town's main commercial core. The scheme, which is part funded by the Department for Communities (DfC), will enhance the existing character of the town and create a high quality, better connected streetscape with a strong focus on improved safety and accessibility for all users.

£3.75m Levelling Up Funds for F.E. McWilliam Gallery and Studio

The council has received £3.75 million of funding from the UK's Levelling Up Fund to extend the F.E. McWilliam Gallery and Studio. The aim of the funding is to further enhance the facility as an internationally renowned cultural space.

National Lottery Heritage Fund

The Borough is one of the first nine places in the UK set to benefit from a share of £200 million from the National Lottery Heritage Fund, to unlock the potential of our heritage. This is the start of a 10-year journey that will transform our local heritage through the new Heritage Places initiative.

Capital Play Development Programme

Over the last five years, we have invested £5.5 million in delivering a Borough wide Capital Play Development Programme. This has included upgrades and new development work to 40 play parks to improve recreational facilities for children and young people in parks and open spaces across the Borough. Further investment and development is planned as part of the council Play Strategy over the coming years.





SHOWCASING THE VERY BEST OF OUR BOROUGH

Georgian Festival

A celebration of Armagh City's rich Georgian heritage including Christmas celebrations.

Banbridge Buskfest

Our unique festival of music showcasing the talents of musicians from across Northern Ireland, and further afield.

Fireworks at Craigavon Lakes

A key highlight of our family friendly celebrations at Halloween.

03 OUR ELECTED MEMBERS

ARMAGH*

Blackwatertown, Cathedral, Demesne, Keady, Navan, The Mall



Scott Armstrong
DUP
07711 596 086



Fergal Donnelly
SF
07787 206 809



Sarah Duffy
SF
07825 147 351



Ashley Mallon
SF
07771 371 605



Thomas O'Hanlon
SDLP
07743 930 427



John Óg O'Kane
SF
07711 596 068

BANBRIDGE*

Banbridge East, Banbridge North, Banbridge South, Banbridge West, Gilford, Loughbrickland, Rathfriland



Glenn Barr
UUP
07713 391 927



Ian Burns
UUP
07733 303 712



Joy Ferguson
APNI
07500 963 255



Paul Greenfield
DUP
07841 595 633



Chris McCartan
SF
07747 043 414



Kevin Savage
SF
07919 214 628



Ian Wilson
DUP
07746 092 104

CRAIGAVON*

Bleary, Brownlow, Craigavon Centre, Derrytrasna, Kernan



Robbie Alexander
APNI
07711 596 076



Kate Evans
UUP
07711 596 077



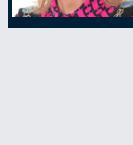
Jude Mallon
SF
07733 618 634



Catherine Nelson
SF
07762 749 777



Margaret Tinsley
DUP
07990 501 568



Gareth Wilson
DUP
07788 156 519

CUSHER*

Hamiltonsbawn, Markethill, Richhill, Seagahan, Tandragee



Paul Berry
IND
07719 105 588



Bróna Haughey
SF
07902 103 740

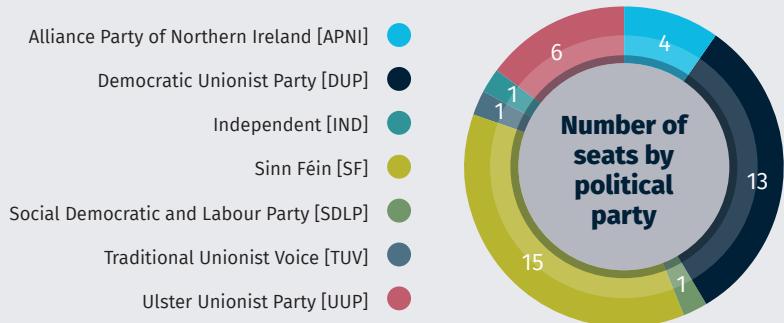


Gordon Kennedy
UUP
07833 527 821



Keith Ratcliffe
TUV
07970 383 323

* DEA



LAGAN RIVER*

Donaghcloney, Dromore,
Gransha, Quilly, Waringstown



Mark Baxter
DUP
07833 196 996



Jessica Johnston
APNI
07972 818 915



Tim McClelland
DUP
07702 472 046



Paul Rankin
DUP
07714 835 878



Kyle Savage
UUP
07742 401 132

LURGAN*

Aghagallon, Knocknashane,
Lough Road, Magheralin,
Mourneview, Parklake, Shankill



Peter Haire
DUP
07711 596 073



Keith Haughian
SF
07590 264 227



Peter Lavery
APNI
07887 249 393



Liam Mackle
SF
07720 211 273



Sorchá McGeown
SF
07928 848 261



Stephen Moutray
DUP
07711 011 151



Mary O'Dowd
SF
07711 596 092

PORTADOWN*

Ballybay, Corcrain, Killycomain,
Loughgall, Mahon, The Birches



Paul Duffy
SF
07593 382 367



Julie Flaherty
UUP
07712 881 292



Clare McConville-Walker
SF
07704 034 527



Lavelle McIlwrath
DUP
07827 284 787

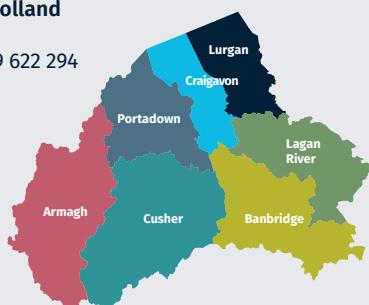


Kyle Moutray
DUP
07733 853 122



Alan Mulholland
DUP
07799 622 294

These 41 councillors are responsible for shaping local services and making important decisions that make a real difference to the community.



04 STRUCTURE OF THE COUNCIL

Armagh City, Banbridge and Craigavon Borough Council has **41** democratically Elected Members, representing seven District Electoral Areas.

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 **seven 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 five Committees that meet monthly and a Performance and Audit Committee that meets quarterly. An Annual Meeting of Council 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

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



05 OUR BOROUGH

The Borough has a population of approximately 218,656 and is the second largest Local Government District (LGD) in NI after Belfast



218,656

11.5% of total NI population *1

Age distribution of population *1



62%

AGE 16 - 64



22%

AGE 0 - 15



16%

AGE 65+

84,642



Households in the Armagh City,
Banbridge and Craigavon
Borough *1

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 NI's two main airports



238,066

Expected growth in population of
Borough to 2033 *2

AREA



554

square miles



51%

Urban



49%

Rural

Live in urban
areas while just
under half live in
rural areas. *3



110,346

Hectares farmed *4

*1 (Census 2021)

*2 2018 based population projections, NISRA

*3 2011 Census

*4 Agriculture Census 2022

BOROUGH MAP 05



- A1 dual carriageway
- M1 motorway
- Canal from Newry to Lough Neagh
- Railway line from Belfast to Newry Enterprise line

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06 OUR VISION

The Corporate Plan aligns to the aspirations and outcomes detailed in the Community Plan.
It is our vision that we will create

“A happy, healthy and connected community, a vibrant and sustainable economy and appealing places for living, working and learning.”



OUR 07 VALUES

Our values have been developed through engagement and consultation with staff and Elected Members. Taking into account the Nolan Principles, three values have been agreed to shape the culture, behaviour, decision making and overall identity of the organisation.

In practical terms maintaining these values will build trust and help sustain relationships and a positive reputation with our customers, residents, businesses, partners and stakeholders.

These will be core to our organisation, and we are committed to embedding, communicating and monitoring these.



PEOPLE CENTRED

Inclusive and welcoming, a place where people and staff are valued. Engage positively in partnership working, empowering others to achieve success.

LEADERS

Be positive, inspiring and serve passionately to achieve our aspirations. Demonstrate resilience, respect and adaptability.

RESPONSIBLE

Respect, protect and enhance our place. Accountable in how we manage our resources and decisions. Open and transparent in our processes, consistently deliver our services effectively and obtain value for money.

HOW THE CORPORATE PLAN FITS IN 08

Our Corporate Plan is one of a suite of strategic documents which the Council uses to manage its business effectively. These plans are linked and help identify how services, departments, teams and individual members of staff will work to deliver our shared priorities for the benefit of customers, residents, businesses, and communities.

ARMAGH CITY, BANBRIDGE & CRAIGAVON BOROUGH COUNCIL STRATEGIC MANAGEMENT APPROACH

OPERATING ENVIRONMENT

Regional, National Strategies and Partnerships

Immediate Influencers - Political Stability and Direction | Health of the Economy | Labour Market - skills, capacity and availability



The diagram above illustrates the need for connections between all levels. This golden thread is supported by engagement and improvement processes. The plans listed above are illustrative of the key plans, rather than an exhaustive list.

Delivering the priorities of our Corporate Plan will contribute to the Borough's 'Connected' Community Plan. The Community Plan is the overarching plan for the Borough which all the community planning partners are committed to. Within the priorities, we reference how our work will contribute to the nine outcomes of the Community Plan over the next four years.



COMMUNITY

Confident Community
Healthy Community
Welcoming Community



ECONOMY

Enterprising Economy
Skilled Economy
Tourism Economy



PLACE

Creative Place
Enhanced Place
Revitalised Place

09 OUR PRIORITIES

The Council will focus on and deliver services across the following five priorities for '**Our People, Our Place, Our Future**'.



The five priorities are explained in further detail in this section. Within each priority, we have identified key statistics and outline why each priority is important to us.

Within each priority we have stated our three commitments of what we are going to do and provided examples of actions to help us achieve the commitments.

PRIORITY: ENVIRONMENT AND PLACE

We currently send

58.3% 

of all municipal waste for reuse,
recycling or composting *¹

Built Heritage Designations and Assets *²

1

Area of
Significant
Archaeological
Interest 



185

Scheduled
Monuments *³



1,112

Listed Buildings *³

5

Conservation
Areas



35

Historic Parks,
Gardens and Demesnes *³

Nature Conservation Designations



4 Sites of
International
Importance

(1 Ramsar Wetland,
2 Special Areas of
Conservation (SAC) and
1 Special Protection Area
(SPA))

26 Sites of
National
Importance

(1 National Nature Reserve
(NNR), 21 Areas of Special
Scientific Interest (ASSI)
and 4 Nature Reserves (NR))

80 Sites of
Local
Importance

(3 Local Nature Reserves
and 77 Sites of Local Nature
Conservation Importance
(SLNCI))

*¹ DAERA Municipal Waste Quarter 2 (July - September 2023) report (subject to final year end verification)

*² Local Development Plan, Preferred Options Paper, March 2018

*³ DfC Historic Environment Division (HED) February 2024



Why Environment and Place is a priority for us

The environment plays a critical role in sustainably planning for the future it underpins the wellbeing of societies, economies and ecosystems. As a Council we have a corporate responsibility both as a large employer and a community leader to take action to review our own and the Borough's performance to advance sustainable development and actions on climate change. To that end, we are currently developing a Net-Zero Carbon Roadmap Analysis. Through projects such as Fast Followers in the Mid-South West region we will all lead by example to achieve targets, use resources wisely and reduce our carbon footprint. We are also committed to supporting efforts in the Borough as a whole to reduce carbon emissions, generate and use energy more cleanly so the area remains a progressive and vibrant place to live, work and visit. The recent blue green algae blooms on Lough Neagh have highlighted the impact of water quality. Our Biodiversity team through continuous research explore new ways to sustainably manage and conserve waterways, grasslands and wildlife across our natural assets.

The unique tapestry and diversity of our city, towns, villages, nature reserve, waterways, rural hinterlands, parks and open spaces is not just important to our local flora and fauna. It is equally important to our local people and visitors. During the pandemic, we came to appreciate just how vital these spaces are to our health and wellbeing. Eight parks and open spaces across the Borough secured the coveted Green Flag Award status in 2023 and Armagh Palace Demesne received the Green Heritage Award.

We have unrivalled heritage buildings and Navan Fort is an area of archaeological significance. Funding is in place to deliver projects such as Armagh City and Lurgan Townscape Heritage schemes, which support preserving the unique value and character of our heritage buildings, monuments and spaces that contribute to cultural wealth, pride and interest in our places and communities.

We recognise that place shaping improves the social, economic, environmental and cultural wellbeing of the place, ensuring aspirations of the community are being realised and included in the process. The Armagh, Banbridge and Craigavon Community Planning Partnership launched the Armagh Place Plan, the first Place Shaping Plan in Northern Ireland, in May 2022 and Banbridge Place Plan in March 2024. The Council is committed to developing further place plans which will be used as a catalyst for future improvements including public realm work to enhance, spaces and places for all users.



Our Commitments:

- Actively respond to the climate crisis and support others to do likewise
- Seek investment to preserve the uniqueness of our heritage and places
- Shape our places to be attractive, accessible, healthy, safe and clean



Actions:

These examples have been highlighted to illustrate actions we will undertake. Further details and actions can be found in the associated strategies and plans referenced on pages 46-47.

- Develop a Council Climate Action Plan with KPIs
- Create a community and business climate toolkit and develop associated green initiatives
- Work in partnership with the other Royal Sites of Ireland and partners in progressing World Heritage for Navan and support Armagh Observatory and Planetarium in their bid for World Heritage status
- Secure investment for development of our city and town centres including opportunity to support the heritage led regeneration agenda
- Develop place plans for six urban centres by 2027
- Develop a Blueway and Greenway (Blue/Green) Plan and Active Travel Master Plan ¹

How this aligns to the Community Plan



COMMUNITY

- Confident Community
Healthy Community
Welcoming Community



ECONOMY

- Enterprising Economy
Skilled Economy
Tourism Economy



PLACE

- Creative Place
Enhanced Place
Revitalised Place

- ✓
✓
✓

¹Blue Green Infrastructure as defined by the European Commission as a 'strategically planned network of natural and semi-natural areas with other environmental features designed and managed to deliver a wide range of ecosystem service'.

PRIORITY: COMMUNITY WELLBEING

Belonging & Influence (2020-2022) Armagh City, Banbridge & Craigavon



83.7%
19.3%

Feel a sense of belonging to their neighbourhood
Feel they have an influence on local decisions made in their neighbourhood *1

56%



of adults participate in sport or physical activity on at least one day a week *3



80%

People good or very good general health *5



13,947

No. of residents aged 3+ whose main language is not English or Irish *5

21% adults



undertook voluntary work in past year in Armagh City, Banbridge & Craigavon *2

Life Expectancy



MALE 79.1 years *

FEMALE 83.0 years *

Male Life Expectancy (ABC Deprived Areas) 75.9 years
Female Life Expectancy (ABC Deprived Areas) 81.7 years



Armagh City, Banbridge & Craigavon

8.6%

born outside the UK or ROI *5

Top 3 other languages *5



*1 Northern Ireland Life and Times Survey 2020, 2021 & 2022 combined years.

*2 Continuous Household Survey 2022/2023

*3 Continuous Household Survey 2019/2020

*4 2019-21 (Health Inequalities Annual Report 2023)

*5 Census 2021





Why Community Wellbeing is a priority for us

The Council has a wide range of services to support health and wellbeing in the Borough, including indoor and outdoor leisure facilities; such as our new flagship South Lake Leisure Centre green spaces, parks and play parks, various community centres and the associated programmes delivered in each. Our 'Get Moving ABC Framework' provides opportunities for everyone to improve their wellbeing and be physically active. Through our 'Age Friendly Strategy' we are working to ensure our Borough is a place to 'age well'.

Local events are held across the Borough on an annual basis such as the award-winning Georgian Festival as well as celebrating local talent through the Banbridge Buskfest. We are home to an active thriving arts scene with many professional artists and creative industries. The Market Place Theatre and Arts Centre and the F.E McWilliam Gallery and Studio attract many visitors to support local arts and culture. These combine to create an environment which enhances quality of life, health and wellbeing and enriches our lives by promoting creativity.

The Council is committed to supporting local communities, as well as the participation and democracy of local people through active engagement and collaboration. On average each year the Financial Assistance Programme (FAP) awards 618 grants to local groups, equating to circa £1 million. Through the Community Planning Strategic Partnership TAKE500+ Participatory Budget Fund, local people are empowered to decide how public funds are used to address needs in their area with local residents deciding which projects receive funding.

With the impact of the cost of living crisis being felt everywhere, a number of initiatives have been developed to support individuals and families across the local community through these uncertain and challenging times. Council in partnership with community organisations developed a range of wrap around support including: direct donations, provision of volunteers, access to essential food and community lunches, and assisting individuals avail of crisis fuel support.

We acknowledge the vital role played by our community and voluntary sectors in providing direct service delivery and support to local people. They are working in a challenging environment with budget uncertainty and increasing expectations. We will continue to work closely with them to support local communities and individuals.

It is our focus that people feel respected, included, safe and supported and that our Borough is a welcoming place. While ¹83.7% feel a sense of belonging to their neighbourhood, further improvement is required for people to feel they have an influence on local decisions made in their area.

¹ Northern Ireland Life and Times Survey, 2020-2022.



Our Commitments:

- Encourage participation in arts, culture, heritage and physical activity
- Provide opportunities which improve quality of life and wellbeing for our communities and staff
- Support and empower communities



Actions:

These examples have been highlighted to illustrate actions we will undertake. Further details and actions can be found in the associated strategies and plans referenced on pages 46-47.

- Extend F.E McWilliam Gallery and Studio by 2026
- Provide a programme of high quality, nurturing opportunities to participate in arts, culture and heritage activities, which will help improve physical, mental and social wellbeing. With 200 participants per annum of which 90% will testify that participation had benefited their mental health and/or wellbeing
- Establish a measure of Quality of Life in our Borough and seek to improve this baseline
- Increase the range of programmes for people least likely to participate in sport and physical activity by 9% by 2027
- Use Participatory Budgeting (PB) as an opportunity for everyone to engage in community life and shape decisions by continuing our PB Grants process and trialling a mainstream PB project by 2027.
- Work with the community and voluntary sector to develop sustainable initiatives which support people to improve their quality of life

How this aligns to the Community Plan



COMMUNITY

- Confident Community
Healthy Community
Welcoming Community



ECONOMY

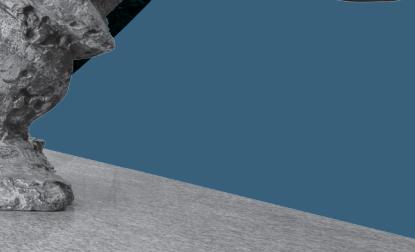
- ✓ Enterprising Economy
✓ Skilled Economy
✓ Tourism Economy



PLACE

- Creative Place ✓
Enhanced Place
Revitalised Place ✓

Armagh City, Banbridge & Craigavon Borough Council
CORPORATE PLAN 2023-2027



PRIORITY: ECONOMIC GROWTH



75.2%

Employment rate
(2022, aged 16-64 years) *1



2.7%

Claiming unemployment related
benefits, in ABC below the NI
rate of 3%
(Dec 23, aged 16-64 years) *2

Earnings (2022)



£29,236

Earnings (FT who work in the Borough)
Gross annual pay for FT employees
who work in the Borough (2022) *3



£4.3bn

In 2021, Armagh City, Banbridge and Craigavon
had a GVA of approximately £4.3bn, the second
highest GVA after Belfast*4

No. of Registered Businesses

9,390



11.9% of NI VAT and/or PAYE registered
businesses, 2023 *5

Top 3 business sectors *5



26%
Agriculture,
forestry &
fishing



14%
Construction



8%
Retail

181,477

overnight trips

£ 27m
spent (2019)

Estimated overnight trips
and expenditure by Local
Government District, 2019

Housing prices



Annual
Change

3.1%

Quarter 3, 2023 *7

Standardised
Price

£161,955

No. of visitors to
**Navan Centre
& Fort** *8

17,800



No of visitors to
**FE McWilliam
Gallery & Studio**



46,657

(Visitor numbers to FE McWilliam
Gallery & Studio 2023) *9

*1 Labour Force Survey

*2 December 2023:Labour Market Report, NISRA

*3 Annual Survey of Hours and Earnings (ASHE)

*4 Office for National Statistics

*5 Inter Departmental Business Register, 2023

*6 Tourism Statistics Branch, NISRA

*7 Land and Property Services, NISRA

*8 Tourism NI (2021) NI Visitor Attractions survey,
Annual Visits 2020

*9 FE McWilliam Gallery & Studio

Why Economic Growth is a priority for us

The Covid-19 pandemic has undeniably shaken our economy both globally and locally. Yet in the face of this challenge, the business sector displayed remarkable resilience and adaptability. With the acceleration of digitalisation, hybrid working became the norm in the public and private sectors.

Our Borough is home to some of Northern Ireland's most successful companies and largest employers including² Moy Park, Almac Group, Tayto Group, Kingspan Water & Energy, Clearway Disposals, James E McCabe and Gordons Chemist (N&R Gordon). Our industries are vibrant and wide ranging with a strong drive for innovation, quality and service delivery. Our advanced manufacturing businesses have consistently shown that they are agile indigenous companies upskilling and innovating to exceed the sector's high expectations. Within the Borough, we have a great entrepreneurial spirit and a passion and drive for producing quality goods and services. Our growth sectors remain Agri-Food, Advanced Engineering and Manufacturing, and Health and Life Sciences. Our small to medium sized businesses continue to provide the backbone of the economy, supplying customers around the world along with the global giants already operating in the Borough.

The Council is a partner in the Mid-South West (MSW) project in collaboration with Fermanagh and Omagh District Council and Mid Ulster District Council. The Regional Economic Strategy aims to transform the MSW region's economy and boost productivity. The strategy identifies four pillars to guide investment and grow the collective economy: future proofing the skills base; enabling infrastructure; boosting innovation and digital capacity; and building a high-performing tourism economy.

The Borough has a large rural population where agriculture is deeply embedded in its history. In 2022, we unveiled our 'Agriculture Strategy', the first of its kind in Northern Ireland to support our local farmers, agri-food and agri businesses of tomorrow. The Food Heartland now spans from field to fork, bringing together farmers, producers, suppliers and restauranteurs to showcase the strong local agri-food industry on a global platform. Providing a unique platform to work collectively to drive the local agri-food sector forward.

Growth in our Borough should be inclusive and benefit everyone. With people being the most important asset for any business, we will support residents in our Borough to gain the skills, information, support, and opportunities to succeed in the labour market so they can make informed choices, access effective pathways, and reach their full potential. We will also support local employers to develop a resilient, agile, and flexible workforce through funded programmes and working in collaboration with our partners. This work is supported by our vibrant Social Enterprise sector.

Tourism is another key component of our local economy, and we are committed to providing memorable and unique arts, culture and heritage visitor experiences to both domestic and international visitors.

As we move forward, sustainability, productivity and connectivity must be the cornerstone of economic growth. Our Building Control, Planning, Environmental Health, Economic Development and Tourism departments will engage directly with potential and local businesses to support their growth and development. Additionally, we are invested in tackling climate change through green innovation enhancing business productivity and resilience, with an overall ambition of being a more prosperous and connected region.

² Ulster Business Top 100 August 2023 by Ulster Business - Issuu



Our Commitments:

- Maximise the potential of our MSW Growth Deal and Regional Economic Strategy
- Provide and facilitate opportunities for growth, investment, productivity and skills development in our local economy
- Seek investment in infrastructure and connectivity



Actions:

These examples have been highlighted to illustrate actions we will undertake. Further details and actions can be found in the associated strategies and plans referenced on pages 46-47.

- Through MSW develop business cases for investment of reinvigoration in Armagh Gaol, Green Energy District in Carn - Seagoe and an Agri Bio Innovation Centre by 2030
- Develop an Inclusive Growth Strategy and Plan by 2025. Deliver opportunities in growth and investment
- Increase the value of the Borough's tourism economy by 10% annually
- Deliver the Agriculture Strategy by 2027
- Develop an Infrastructure Strategy to evidence the need, priority and deliverability of critical infrastructure across the Borough
- Facilitate and seek the delivery of schemes that will increase access to sustainable and active transport, providing links to key local amenities and improving connections between settlements

How this aligns to the Community Plan



COMMUNITY

- Confident Community
Healthy Community
Welcoming Community



ECONOMY

- Enterprising Economy
Skilled Economy
Tourism Economy



PLACE

- | | | |
|---|-------------------|---|
| ✓ | Creative Place | ✓ |
| ✓ | Enhanced Place | |
| ✓ | Revitalised Place | ✓ |

PRIORITY: SERVICE DELIVERY

6,000,000

Bins collected a year



1,266

Planning decisions issued during 2022/2023

918

Building Control completion certificates issued for dwellings/apartments from 1 April 2022-31 March 2023

11,505

No. of indoor Leisure centre memberships



7,535

Environmental Health Service Requests responded to in 3 days (2022/2023)



400

Home safety visits annually



19,238

Dog licences issued from 1 April 2022 to 31 March 2023



9 centres

for recycling and disposing of household waste

30+ 'Bring banks'

(i.e. bottle banks, textiles and dry recycling).



Above data collected internally.



Why Service Delivery is a priority for us

Our journey towards excellence has always been guided by a commitment to meet and exceed the expectations of our residents, customers, businesses, and visitors. It is where our values are put into action. We recognise that exceptional service is about building relationships, earning trust and creating a lasting impact.

In recent times, we have had to adapt and be innovative in how our programmes, processes and services were delivered and going forward this will remain our focus to retain the highest standard within a challenging financial context.

All our departments whether it be Planning, Building Control, Environmental Services, Environmental Health, Health and Recreation are optimising their processes to ensure we deliver efficient and fit for purpose services. Monitoring and continuous improvement is at the forefront of all we do to ensure we are up to date and relevant.

All departments are accredited to the ISO 14001 Environmental Management Standard, as we aim to improve our overall environmental performance and legal compliance. Environmental Health is accredited to the ISO 9001 for Quality Management System to ensure consistency in service delivery. Eight indoor leisure facilities across the Borough achieved QUEST accreditation, recognising the consistently high-quality services delivered by staff and the top-class facilities and inclusive activities on offer.

We want everyone who lives in, works in, and visits our beautiful Borough to know that we are committed to preserving a clean and safe environment for all to enjoy. We will support this through the services we deliver, our regulatory responsibilities, by working in partnership with other agencies and through supporting local communities and people.

Our commitment to customer care is in our Customer Charter. We have pledged to serve passionately, engage positively and deliver consistently. We will continue to communicate through various methods to our customers and staff, ensuring everyone is kept up to date with relevant information on our services. We want our customers, businesses, and residents to be able to engage with us in a way that suits them and to receive a response in a timely manner.

Despite the high standards we set ourselves, there may be times when our customers or users feel that our service has fallen below the standard they expect. If this is the case, we want to know about it so that we can resolve the matter as quickly as possible and take steps to make improvements where necessary.



Our Commitments:

- Continuously review to improve our services
- Monitor and communicate our performance
- Seek and use regular customer engagement and feedback



Actions:

These examples have been highlighted to illustrate actions we will undertake. Further details and actions can be found in the associated strategies and plans referenced on pages 46-47.

- Progress service improvements as identified by a review of Environmental Services
- Fully embed our Quality Management System (QMS) across council to improve our services by usage of data and evidence
- Publish our annual Performance Self-Assessment Report
- Publish the Community Planning Biennial Statement of Progress
- Ensure all new or updated strategies and policies adhere to our standards for public consultation
- Provide training for staff on communication, consultation and engagement

How this aligns to the Community Plan



COMMUNITY

- Confident Community ✓
Healthy Community ✓
Welcoming Community ✓



ECONOMY

- Enterprising Economy ✓
Skilled Economy ✓
Tourism Economy ✓



PLACE

- Creative Place ✓
Enhanced Place ✓
Revitalised Place

PRIORITY: STAFF, LEADERSHIP AND RESOURCES

Armagh City, Banbridge and Craigavon Borough Council has

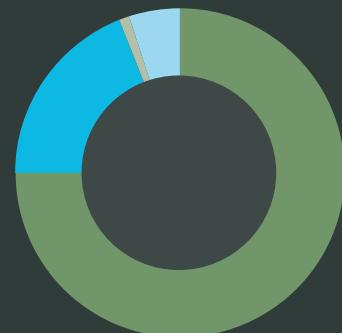
1,214
employees

(Full-Time Equivalent) As at February 2024



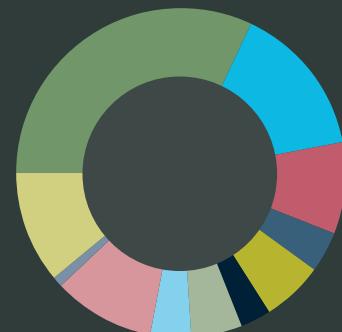
Where we get our money from

● Rates	75%
● Services & Grants	19%
● Rates Support Grant	1%
● De-Rating Grant & Transferred Functions Grant	5%



Where we plan to spend our money

● Environmental Services	32%
● Leisure Services	15%
● Estates & Asset Management	9%
● Environmental Health	4%
● Community Services	6%
● Economic Development	2%
● Tourism, Arts & Culture	5%
● Planning & Building Control	4%
● Corporate Services	11%
● Members & Members Support	1%
● Capital Financing	11%





Why Staff, Leadership and Resources is a priority for us

As an employer of 1,214 staff, we recognise how valuable our employees are to the organisation and overall success of the Council and Borough. Our staff are the people who will bring our vision to life and live out our values in the delivery of our commitments. To foster open and honest communication, we have introduced a Personal Development Conversation Framework. To further build on this initiative, a People and Culture Strategy will be developed. Through this process, we will listen to and work with our colleagues to ensure our organisation is one of which we are all proud.

The E-learning Portal provides opportunity to complete online courses which we believe are an investment in each employee's professional growth. We recognise the importance of maintaining a happy and resilient workforce, and we will continue to deliver a range of initiatives and services that support staff's health and wellness.

We have 41 Councillors elected in 2023 to serve during this Council term. As local representatives, they have responsibility to act, make decisions and represent the views and needs of local people. In September 2022, the Council was successful in being reaccredited to the Elected Member Development Charter Plus status. As custodians of this Borough, Elected Members and Officers will use their influence to lobby for local and regional priorities which are important to local people.

As a Council, we have and continue to invest substantially in our estate and services through the Capital Programme to benefit communities, businesses and visitors across the Borough. We are also currently undertaking a review to ensure the effective and efficient management of these important assets.

As we work to deliver our priorities, we do so with budget pressures but we are committed to obtaining value for money in the delivery of our services and programmes. Together with our stakeholders and partners, we will endeavour to identify available funding in order to invest in our communities and places for the benefit of local people. We will use our resources and assets in a sustainable and responsible way and strive to deliver value for money.

We have structures and processes in place to ensure we comply with legal and regulatory requirements. We will continue to review and strengthen our governance arrangements; be transparent in how we conduct our business and make decisions to achieve our commitments.



Our Commitments:

- Value staff and be civic leaders
- Communicate and engage with staff, communities and others
- Strengthen our governance and review efficiency of our resources and assets



Actions:

These examples have been highlighted to illustrate actions we will undertake. Further details and actions can be found in the associated strategies and plans referenced on pages 46-47.

- Develop a People and Culture Strategy by 2027
- Retain Elected Member Development Charter Plus status
- Ensure all staff receive at least two Personal Development Conversations a year
- Issue a regular E-Zine to staff containing corporate information updates, news and acknowledgements
- Harmonise terms and conditions and HR policies
- Conduct an asset review by 2027

How this aligns to the Community Plan



COMMUNITY

- Confident Community ✓
Healthy Community ✓
Welcoming Community



ECONOMY

- Enterprising Economy
Skilled Economy ✓
Tourism Economy



PLACE

- Creative Place
Enhanced Place ✓
Revitalised Place



STRATEGIC ALIGNMENT

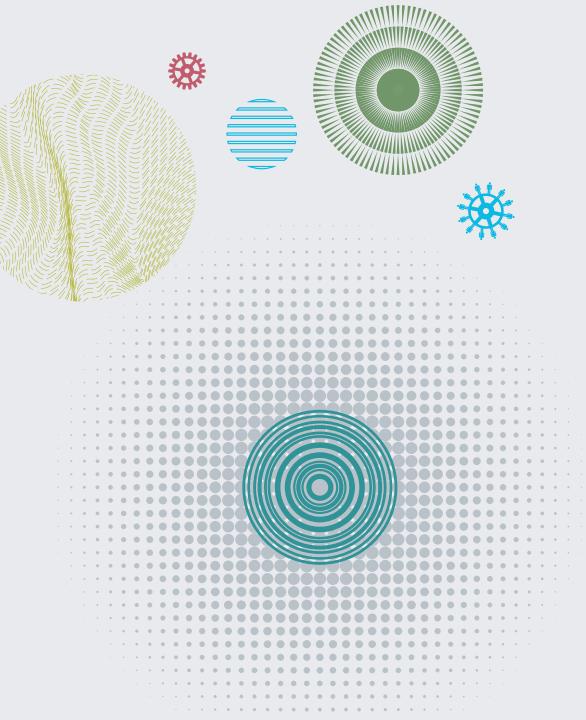
The key strategies that will help us achieve our priorities and where you can find more details on the actions we are taking are summarised in the table below and can be viewed on
armaghbanbridgecraigavon.gov.uk

Name of Document	Environment and Place	Community Wellbeing	Economic Growth	Service Delivery	Staff, Leadership and Resources
Age Friendly Strategy and Action Plan 2022	✓	✓			
Agriculture Strategy 2022	✓		✓		
Armagh Place Plan 2022	✓	✓	✓		✓
Arts, Culture and Heritage: A Framework for the Future	✓	✓	✓		
Asset Strategy	✓				
Banbridge Place Plan 2024	✓	✓	✓		✓
Connected: A Community Plan 2017-2030	✓	✓	✓		✓
Customer Charter				✓	✓
Disability Action Plan 2024-2027 (in development)		✓		✓	✓
Draft Plan Strategy (in development)	✓	✓	✓		
Equality Action Plan 2024-2027 (in development)		✓		✓	✓
Financial Assistance Policy		✓			
Get Moving ABC Framework 2020 - 2030	✓	✓		✓	
Good Relations Action Plan		✓			
MSW Regional Economic Strategy			✓		
Net Zero Carbon Roadmap Analysis (in development)	✓		✓		
Play Strategy 2018-2026	✓	✓		✓	

Name of Document	Environment and Place	Community Wellbeing	Economic Growth	Service Delivery	Staff, Leadership and Resources
Poverty and Social Inclusion (in development)		✓	✓		
Procurement Policy May 2023					✓
Recovery and Growth Framework 2021		✓	✓		

Internal Documents

Name of Document	Environment and Place	Community Wellbeing	Economic Growth	Service Delivery	Staff, Leadership and Resources
Business Plans	✓	✓	✓	✓	✓
Capital Development Plan	✓				✓
Efficiencies Plan				✓	
Financial Regulations					✓
Learning and Development Policy 2023					✓
Mid-Term Financial Plan				✓	✓
People and Culture (in development)					✓



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

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