

# CONNECTED

## A COMMUNITY PLAN

for Armagh City Banbridge & Craigavon Borough

---

2017-2030



# CONTENTS

page

Introduction	04
Developing Our Plan	05
Our 2030 Vision	08
Our Plan on a Page	10
Cross Cutting Themes	11
Our Nine Outcomes	12
Confident Community	16
Healthy Community	18
Welcoming Community	20
Enterprising Economy	24
Skilled Economy	26
Tourism Economy	28
Creative Place	32
Enhanced Place	34
Revitalised Place	36
Outcome Summary Table	38
Key Statistics	42
Links to Programme for Government	48





**THE  
LEVEN  
BLEACHERS**  
AT HALF PAST FIVE THE  
SUN WILL SHINE  
BUT BEFORE WE ALL  
GET TO GO  
AND IF YOU IN A MONTH  
LATE  
A BRIGHT MORNING WILL  
SHINE THE WAY

THE CENTRAL BAR

## INTRODUCTION

**This community plan is the first for Armagh City, Banbridge and Craigavon Borough. It covers the period 2017-2030 and will be reviewed and updated throughout its lifetime. While this is our first community plan it builds on the solid foundation of the existing relationships, partnerships, programmes and activities already in place.**

Our borough is a unique tapestry of contrasts: ancient - modern, urban - rural, industry - agriculture, waterways - road and railways, that sets it apart from anywhere else in Northern Ireland and offers exciting opportunities for the future.

Community planning is



**a process led by councils in conjunction with partners and communities to develop and implement a shared vision for their area, a long-term vision which relates to all aspects of community life and which also involves working together to plan and deliver better services.**



Community Planning Foundation Programme (Department of the Environment)

Partnership working is central to community planning, it is hoped working together we can unlock the potential of this borough for the benefit of everyone. Participation of local people and local communities has been encouraged and will continue to be actively sought as the process moves forward. This will be essential to our success. Our community planning partnership, once it is established, will want to create a collaborative environment where everyone is working together to achieve our shared vision and outcomes. This community plan is an overarching strategy for the borough. It has been developed through an ongoing and inclusive process taking into account the views of local people and stakeholders within our borough. It provides a framework for collaborative working, helping to integrate other local and regional strategies and plans delivering positive change for local communities.

Our inclusive process to date has helped us agree our vision for the borough. We will work to achieve this through our three strategic themes of Community, Economy and Place and our nine shared outcomes. Our whole plan is underpinned by three cross cutting themes of Connectivity, Equality and Sustainability.

We want to continue our engagement as we develop action plans aligned to our outcomes and establish formal governance arrangements to support and oversee the delivery of the plan.

We are committed to continuing to make this process as inclusive as possible at every stage.

## DEVELOPING OUR PLAN

### PARTNERSHIP APPROACH

We believe that the key to community planning is partnership working based on relationships of mutual trust and equality. The realisation of our vision for our area cannot be achieved by any one organisation working in isolation. All partners need to work together and along with our communities if we want to get the best possible public services. Therefore, we must continue to develop a partnership approach that has the community at the heart of everything we do.

We acknowledge that there are already a wide and varied range of partnerships such as the Children and Young People's Strategic Partnership (CYPSP) and the Policing and Community Safety Partnership (PCSP), to name a few, who are delivering positive change in our area. Going forward we will need to consider how we can align with existing partnerships to add value to what we do and ensure that we are working as effectively as possible.

### STATUTORY PARTNERS

As partners we commit to work together to plan and deliver services to improve the lives of local people. The current statutory partners are:

- |  |  |
|--|--|
| 1. Northern Ireland Housing Executive (NIHE) | 8. Health and Social Care Board                          |
| 2. Libraries NI                              | 9. Southern Health and Social Care Trust                 |
| 3. Public Health Agency (PHA)                | 10. Tourism NI   |
| 4. Invest NI                                 | 11. Council for Catholic Maintained Schools (CCMS)       |
| 5. Education Authority (EA)                  | 12. Sport NI   |
| 6. Northern Ireland Fire and Rescue (NIFRS)  | 13. Armagh City, Banbridge and Craigavon Borough Council |
| 7. Police Service of Northern Ireland (PSNI) |  |

### COMMUNITY PLANNING STRUCTURES

Over the lifetime of this plan work will be undertaken to develop our governance structures. We will implement clear operating arrangements to support effective strategic direction, scrutiny and accountability. Flexibility within our structures will be a crucial element for successful community planning.

We will work with partners best suited to deliver on outcomes to create action plans. It is important to note that while an individual partner may lead for a particular outcome success will depend on collective commitment and responsibility.

The approach we intend to take is:

- Start with Strategic Partnership
- Build Thematic Sub-Groups to match our plan
- Develop action plans giving consideration to locality issues
- Review and, if necessary change



## SUPPORT PARTNERS

Together as we implement and deliver our plan we will actively seek and engage further partners who can help us achieve our vision and outcomes.

## COMMUNITY PARTICIPATION

The partners have been actively seeking the involvement of local people, businesses and community and voluntary organisations in shaping the community plan. We recognise that, working together all of us can obtain better results for our area than if we worked in isolation. We have adopted methods of engagement which take a people focused approach and encourage active participation throughout. To support the development and delivery of our plan we have agreed on a community engagement strategy (CES). Our CES is more than just principles and good intentions, it contains clear ambitions and action for how we will actively seek involvement from local people and stakeholders.

We have used and will continue to use a whole range of methods to reach out and involve people. Examples of this include:



**Public Meetings** - open to all, offers opportunity for people to raise issues, ask questions and be given answers that can be heard by others.



**Roadshows & Community Events** - usually combined with other events where people already congregate, we use these to gather immediate reactions and give information.



**Digital Engagement Platform** - given the opportunities of emerging technologies we are piloting a digital platform to encourage active participation. This means local people can share their views on our developing plan quickly and easily. The platform can be accessed at: [www.shapeabc.community](http://www.shapeabc.community)



**Local Workshops & Focus Groups** - designed to enable people to work actively and collaboratively on an issue/task. Our plan was progressed through the establishment of six task and finish working groups in which 18 workshops were held with 245 participants expressing their views and opinions on where our priorities should be focused.



**Consultation** - we completed a nine week formal consultation on our draft plan. During this time we held six public consultation workshops, used our digital engagement platform and invited feedback from all members of the public.

## OUTCOMES BASED APPROACH

In preparing our plan we have adopted an outcomes based approach. This provided a useful framework for us to develop a set of long-term outcomes against which our progress can be monitored and evaluated. This approach helped us to work collaboratively with a wide range of partners from public, private, community and voluntary sectors as well as individuals who wanted to have their say in helping us identify our vision, strategic themes, long-term outcomes and indicators.

By working with a wide range of people we were able to collectively pool our knowledge and expertise to identify our needs and what we wanted to achieve. An outcomes based approach encouraged us to focus on the end goals of what we want our area to be like in 2030, whether anyone would be better off as a result of our plan and ensuring that we were using robust data to underpin our process. Our approach has been driven by strong partnership collaboration and effective local delivery. We recognise that often partners are working towards the same goals yet our efforts can be disjointed. By focusing on agreed joint outcomes we hope to develop a more joined up approach, enabling partners to work better together and with local communities across sectoral boundaries to deliver real change.

## DATA DEVELOPMENT AGENDA

To quality assure our plan we are committed to using data from a reliable sources to ensure we are measuring our performance in the most meaningful way. As a result, all of our indicators are supported by a robust statistical data source. However, we recognise that some outcomes would benefit from an additional or different indicator which is perhaps either not available in the level of detail we require or simply not currently gathered. Where we have identified data we would like to use but currently cannot for any reason, it is being highlighted as a data development need which we will pursue for the future. Examples of these are indicators around general health and mental wellbeing, volunteering and the built and natural environment at a borough level.

## MANAGING AND MONITORING PROGRESS

In adopting an outcomes based approach we acknowledge the importance of ensuring that we monitor our progress and performance. Measuring performance on an ongoing basis will help us to identify how well we are doing and highlight any areas for improvement. Our partnership will develop a joint partnership performance framework which is built around the delivery of the community plan.

In line with our statutory duty we will report on the progress being made to deliver agreed outcomes and actions on a regular basis and biennial as a minimum. Our plan will be a continually evolving document and to reflect this we will revise it every four years to ensure we are meeting local need and achieving our long-term vision.

## REGIONAL CONTEXT

While our plan will focus on the needs of our borough this must be done in the context of what is happening regionally. As we are developing our community plan the new Programme for Government (PfG) is also being developed by the Northern Ireland Executive.

**“ The Programme for Government is designed to help deliver improved wellbeing for all our citizens... Deliberately this Programme for Government sets out a direction of travel that is not a short-term one, rather generational in nature. ”**

(Programme for Government, Consultation Document)

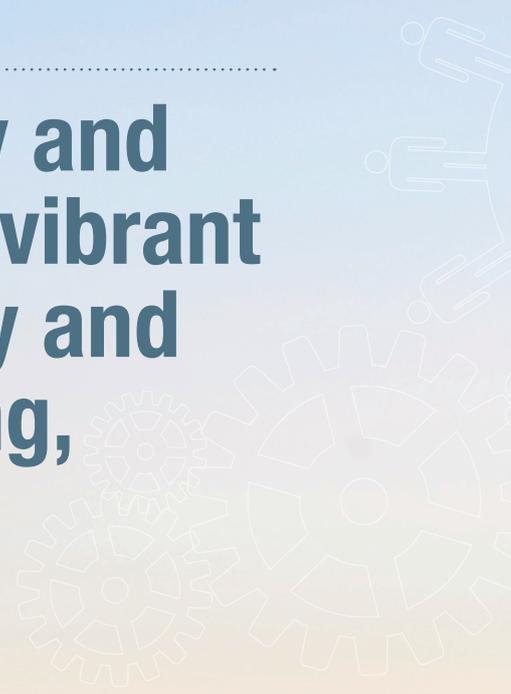
It is important that, as far as possible, we align these strategic documents to ensure the best outcomes for individuals. While community plans must be driven by local people putting local needs at the heart of the plan, aligning these within the broader regional context will help many partners to better integrate community planning actions into their daily business. At the beginning of our process we mapped relevant regional strategies to our emerging themes to ensure that we understood the regional context for each. We have also checked our emerging outcomes against those within the draft PfG and are encouraged to find strong strategic alignment at this early stage (see page 48). We will continue to take account of the evolving regional context throughout the development, delivery and review of our plan.

## LOCAL DEVELOPMENT PLAN

The local development plan, comprising the plan strategy and local policies plan, is to inform the general public, statutory authorities, developers and other interested bodies of the planning policy framework and land use proposals that guide development decisions within the borough. The Local Government Act (NI) 2014 and the Planning Act (NI) 2011 create a statutory link between the new community plan and the next local development plan, a process for which has recently started. The next local development plan will provide ‘the spatial expression of the community plan’ and to ensure this we will continue to develop these two processes as closely as possible to bring real opportunities for everyone in the borough to become fully involved in shaping the area.

## OUR 2030 VISION

**We have a happy, healthy and connected community, a vibrant and sustainable economy and appealing places for living, working and learning.**



As partners we are all committed to our vision for the borough. It is our aspiration to deliver on this vision through ongoing collaboration, review, development and delivery of more integrated people centred public services. To help us achieve this we have agreed nine joint long-term outcomes which together we hope will help us streamline the complexity of aligning a wide range of local priorities with those existing and emerging regionally.

We recognise that managing the relationship between national and local priorities is important. Delivering better outcomes for our borough will rely on the interaction between and across these priorities. While an individual partner may lead for a particular outcome, success will depend on collective commitment and responsibility.

Our vision and outcomes have been developed through an ongoing period of data gathering, engagement and consultation. Following initial community engagement, a thematic working group process was used to consider and develop outcomes around a number of core themes. This work has been distilled and refined into the nine outcomes in our plan. Further detail on our development process is available to view on our website.



[www.armaghbanbridgecraigavon.gov.uk/communityplanning](http://www.armaghbanbridgecraigavon.gov.uk/communityplanning)



With the commitment of all partners and the support and engagement of local people and key stakeholders across the public, business and community and voluntary sectors we can make our 2030 vision a reality.



## OUR PLAN ON A PAGE

### WE HAVE THREE STRATEGIC THEMES

Each strategic theme has three long-term outcomes. These are presented and explained further in the following sections of this document.



## CROSS CUTTING THEMES

AT THE HEART OF EVERYTHING WE DO ARE OUR THREE CROSS CUTTING THEMES:



### 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. Early consideration was given to the needs of section 75 categories<sup>1</sup> by each of our thematic working groups. This will be further developed at our next stage of action planning and each action plan will be asked to consider and address the needs of section 75 groups. We have completed a full Equality Impact Assessment on our plan which is available on our website.



### 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. We will screen our plan to ensure our outcomes and actions are sustainable.

We want our cross cutting themes to be the foundation of our plan. Therefore, as part of the development of each of the nine outcomes consideration was given to how each of the cross cutting themes would be progressed. To evidence this integration any outcomes or actions included in the plan which contribute to our cross cutting themes have been marked as above.

This identification will be followed through as we develop our detailed actions plans for each outcome. This will allow us to ensure that our cross cutting themes are integral to everything we do and help track how we are contributing towards each of them.

<sup>1</sup>Section 75 of the Northern Ireland Act 1998 requires public authorities to comply with two statutory duties. The first duty is the Equality of Opportunity duty, which requires public authorities in carrying out their functions relating to Northern Ireland to have due regard to the need to promote equality of opportunity between the nine equality categories of persons of different religious belief, political opinion, racial group, age, marital status or sexual orientation, men and women generally, persons with a disability and persons without, and persons with dependants and persons without. The second duty, the Good Relations duty, requires that public authorities in carrying out their functions relating to Northern Ireland have regard to the desirability of promoting good relations between persons of different religious belief, political opinion and racial group.

# OUR NINE OUTCOMES



## OUR NINE OUTCOMES

Our nine outcomes are presented in the following pages, they are the core of our plan. They do not sit in isolation, they are closely linked and in places overlap with one another. They set out what we hope to achieve, why we believe it is important and how we will know if we are succeeding. Each of the nine outcomes details:

### LONG-TERM OUTCOME

Our long-term outcomes are the quality of life conditions we want for everyone in our borough by 2030.

#### SHORT-TERM OUTCOMES

**Our short-term outcomes are what we are working towards in the next four years to ensure that we meet our long-term outcomes.**

#### INDICATORS

**Our indicators will help us quantify our success. They are how we will recognise that we are achieving our outcomes. Our indicators, like our outcomes are about the whole population. More detailed performance measures will follow in the next stage of our process with our detailed action plans.**

#### THE STORY BEHIND THE OUTCOME

For each outcome we have included some information about why we believe this outcome is important.

#### KEY STATISTICS

We have a comprehensive key statistics section later in the document but this section highlights a few of the most relevant statistics for each outcome.

#### Potential actions

While the next stage of our process is to develop action plans we have highlighted a few examples of the types of actions that might come forward under each outcome.



Portadown Peoples Park



1

# COMMUNITY

We live in a caring and safe borough, where people lead healthy, fulfilling lives and take pride in shaping, nurturing and enriching community life.

# CONFIDENT COMMUNITY

## LONG-TERM OUTCOME

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.  

## SHORT-TERM OUTCOMES

- **There are more opportunities for people to come together through meaningful activities, engagement and interaction** 
- **We have improved the promotion, accessibility and use of local assets, services and facilities through combining skills, knowledge and connections**  

## INDICATORS

- **Percentage of people who feel they have an influence when it comes to any of the local decisions made in their neighbourhood<sup>2</sup>**
- **Percentage of people who feel a sense of belonging to their neighbourhood<sup>3</sup>**

Strong, active and confident communities are an integral part of a happy and inclusive borough. They provide the foundations on which a thriving economy can be built and provide an environment within which people can lead fulfilling lives. An engaged and participative community is both innovative and resilient. It builds and supports networks, ventures and connections that help bring people together.

The community and voluntary sector play a crucial role in helping to address disadvantage and isolation in strong and dynamic communities by providing links to services and support. The borough benefits from a number of established networks that provide a voice for many smaller community and voluntary groups and deliver much needed and valued community activities and services.

However, our engagement to date has highlighted some striking differences in community infrastructure across different parts of the borough. Other issues raised included disengagement, isolation and loneliness, a lack of meaningful engagement and barriers to accessing local services. Perhaps unsurprisingly with the recent local government reform those consulted felt that there were differences in service provision across the borough and a lack of partnership working and sharing of resources within and across communities. We should also be mindful of our large rural population, and ensure that rurality is not an obstacle to participation and provision.

There is a substantial opportunity to address these weaknesses by sharing best practice and learning across the sector, both within the borough and beyond. Many people aspire to improve their own quality of life and that of their neighbours. Therefore, we want to encourage civic-mindedness across the borough and increase strong feelings of community spirit and belonging. We recognise how issues such as clean, litter free streets, adequate parking etc. can impact on peoples quality of life and are important in building pride in our area. It is important that people feel they have influence regarding decisions affecting their area and lives. We have a responsibility to nurture this, to understand our community's needs to provide opportunities to engage and to support self-reliance and resilience. Valuing, encouraging and supporting volunteering and the community and voluntary sectors locally are important elements of this.

## KEY STATISTICS

### Belonging & Influence (2013 - 2015) Armagh City, Banbridge & Craigavon



NI Life and Times Survey

**90%**

Feel a sense of belonging to their neighbourhood

**32%**

Feel have an influence on local decisions made in their neighbourhood

### Libraries NI (2014)



**89%** households in NI lived within



**2 miles** of a library service

Libraries NI and Department for Communities

## Volunteering



2011 Census, NISRA

**14%** adults

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

### Top 3 types of volunteering in Northern Ireland (2015)



Fundraising



Helping a church or religious organisation



Organising or helping to run a community event

NI Omnibus Survey, Department for Communities

## How we might achieve this:

A working group of relevant key partners will be tasked with developing a detailed action plan for the delivery of desired outcomes. Below are a few examples of potential actions which may be taken forward:

- Understand existing partnerships, facilities and services and identify barriers to accessing information and services  
- Establish structures to support access, participation, information flow and sharing within and across communities  
- Develop a collaborative community engagement strategy 
- Pilot local initiatives to support social inclusion 

# HEALTHY COMMUNITY

## LONG-TERM OUTCOME

People are making positive lifestyle choices. They are more resilient and better equipped to cope with life's challenges.

### SHORT-TERM OUTCOMES

- People have a greater understanding of the benefits of adopting healthy lifestyle choices and how to protect, manage and improve their physical health 🧠
- People feel more comfortable talking about mental health and understand the importance of achieving emotional wellbeing and positive mental health throughout their lifetime 🧠
- The adoption of a more collaborative approach, centred on community knowledge, skills and resources has increased our understanding of health in disadvantaged populations to focus our resources where they are most needed 🤝

### INDICATORS

- **Number of preventable deaths per 100,000 population (age standardised preventable mortality rate)<sup>4</sup>**
- **Gap in life expectancy between most deprived areas and the borough overall<sup>5</sup>**
- **Percentage of people who participate in sport or physical activity on at least one day a week<sup>6</sup>**

It is our aspiration that everyone is equipped and supported to achieve the longest, healthiest and most fulfilling life possible. To achieve this, we will work collaboratively to address health inequalities throughout the borough and across the generations. The fact that we have an increasing and ageing population is well documented and not specific to this borough. However, we have seen a higher than average population increase over the last ten years. In addition, the borough is one of only five council areas where the number of young people (aged 0-15) is projected to increase by 2030 as it has the highest projected percentage growth in this age group of the council areas. While a growing population is positive for our social and economic wellbeing, it will impact upon projected health and social care needs.

A number of other issues were identified as impacting on the health and wellbeing of people during the development of this plan. These included unhealthy lifestyles, limited physical exercise, varying levels of resilience and confusion on how to access services. It was acknowledged that, while our borough has similar incidences of suicide and levels

<sup>4</sup> and <sup>5</sup> NI Health and Social Care Inequalities Monitoring System, Department of Health

<sup>6</sup> Continuous Household Survey, Department for Communities

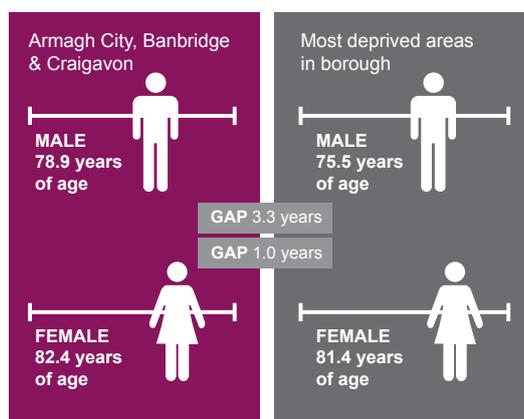
of drug and alcohol problems as Northern Ireland overall, this may mask more localised issues. It was also highlighted that there is still a stigma surrounding mental health.

It is important that public service providers work, not just together, but in partnership with local communities to ensure that we can meet these challenges and maximise the opportunities afforded through collaboration. One way in which this can be done is to ensure that there are sufficient and ongoing early intervention and preventative approaches throughout every individual's life stages, in order to maintain and improve physical and emotional health and wellbeing. We need to encourage people to take responsibility for their own health and wellbeing by making healthy life choices such as regular physical activity, healthier food choices and more informed choices around alcohol consumption. Positive change in these areas should reduce the number of preventable deaths in our borough as well as improving our quality of life. The borough's preventable death rate was 198 deaths per 100,000 population for the period 2010-2014. While this is similar to the NI rate of 211 per 100,000, we believe that this can be further reduced.

Poverty is known to negatively impact upon health. Inequality gaps remain within the borough, as is evidenced by different rates of life expectancy, hospital admissions for self-harm, drugs and alcohol, and deaths due to alcohol related causes. We will deliver health improvements through a renewed, collaborative focus on developing people-centred solutions, ensuring good access to information and services for everyone and specifically targeting those populations most at risk from poor health.

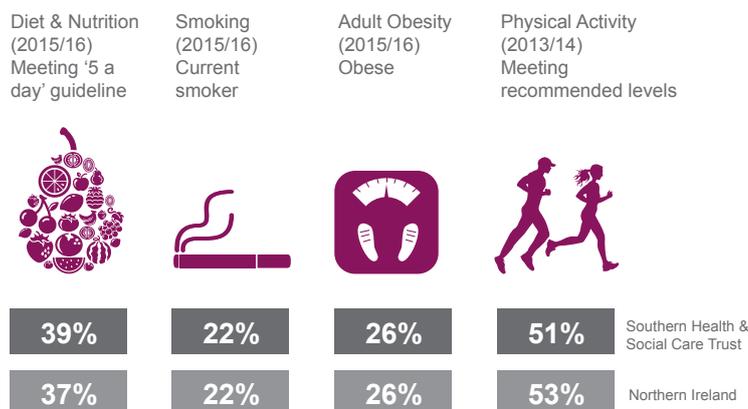
## KEY STATISTICS

### Life Expectancy at Birth (2012-2014)



NI Health and Social Care Inequalities Monitoring System, Department of Health

### Healthy Lifestyles



Health Survey NI, Department of Health

### How we might achieve this:

A working group of key partners will be tasked with developing an action plan for the delivery of outcomes. Below are a few examples of potential actions which may be taken forward:

- Map existing services and take account of existing structures and partnerships to identify service duplication and gaps
- Pilot person-centred services
- Use of social media and social marketing for targeted health improvement
- Develop action plans with a local focus on delivery of regional mental health strategies

# WELCOMING COMMUNITY

## LONG-TERM OUTCOME

Our borough is a safe, respectful and peaceful environment.

### SHORT-TERM OUTCOMES

- **The voice of the local community is listened to and everyone understands their role and responsibilities in making their homes and the borough safer** 
- **There are increased opportunities for communities to come together through meaningful activities and engagement** 

### INDICATORS

- **Percentage of people reporting that fear of crime has a minimal impact on their quality of life<sup>7</sup>**
- **Percentage of people who see town centres as safe and welcoming places for people of all walks of life<sup>8</sup>**
- **Number of accidental dwelling fires<sup>9</sup>**

We want the borough to offer a good quality of life for everyone. We are committed to creating and maintaining a safe, welcoming, peaceful and socially responsible community where individuals have consideration and respect for their area, themselves and others.

Our society is becoming more diverse, with increasing positive interaction between people from different racial, religious and cultural backgrounds. We want our borough to be one that values the differences in people and recognises that people with different backgrounds, skills, attitudes and experiences bring fresh ideas and perceptions.

During our engagement process, people highlighted their concerns over crime and fear of crime, the perceived reduction in visible policing and in some areas, poor emergency service-community relationships. Ongoing sectarian tensions, racism and related feelings of powerlessness were also noted.

Anecdotal evidence suggests that the fear of crime is highest amongst our elderly population. Indeed, fears around anti-social behaviour, lack of knowledge and social contact can create negative perceptions of young people amongst this section of society. A two-pronged approach is required to support initiatives that not only address anti-social behaviour, but also provide opportunities to promote and encourage mutual respect and understanding between people of different ages.

<sup>7</sup> Northern Ireland Crime Survey, Department of Justice

<sup>8</sup> Northern Ireland Life and Times Survey (ARK)

<sup>9</sup> Northern Ireland Fire and Rescue Service

Creating a welcoming and safe community is much broader than crime alone. Fire safety in the home, falls prevention, keeping warm, social isolation, home accident prevention, farm safety, reduction in road traffic incidents, promoting better social connections and promoting good relations are equally important.

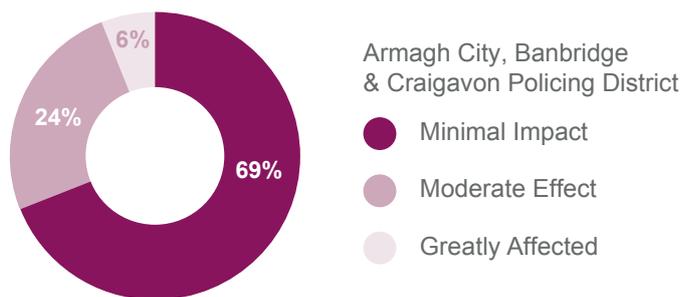
A shift from enforcement and reaction towards a preventive approach can encourage, improve and develop relationships between emergency services and communities. Improving perceptions of police, fire and rescue and ambulance services will deliver more creative community-led approaches and build community confidence.

We need to ensure that people feel safe both within their own homes and within their community. We recognise that agencies and community partnerships are already working together to address ongoing challenges, for example, the local Policing and Community Safety Partnership (PCSP). We will need to build on positive partnerships and existing community relationships to encourage meaningful engagement so that everyone understands their role in creating a welcoming and safe place to live and visit.

## KEY STATISTICS

### Fear of Crime (2015/16)

Perceptions of the effect of fear of crime on quality of life



NI Crime Survey, Department of Justice  
Percentages do not sum to 100% due to rounding

### Fires (2016)

Attended by NI Fire and Rescue Service

Armagh City, Banbridge & Craigavon



NI Fire and Rescue Service

### Safe and Welcoming Places (2015)

Northern Ireland



Percentage of people who see town centres as safe and welcoming places for people of all walks of life

NI Life and Times Survey

### How we might achieve this:

A working group of key partners will be tasked with developing an action plan for the delivery of outcomes. Below are a few examples of potential actions which may be taken forward:

- Raise awareness about the roles and achievements of PCSPs, Neighbourhood Watch Schemes etc
- Develop a Civic Responsibility Charter
- Develop community-led confidence building programme
- Implement inter-generational projects



Armagh Stone



# 2

## ECONOMY

We are an internationally renowned destination - our competitive industries, productivity and outward facing economy provides the global platform to attract, develop and maintain talent, investment and high growth opportunities.

# ENTERPRISING ECONOMY

## LONG-TERM OUTCOME

Our borough is a centre of excellence for entrepreneurship, innovation and investment.

### SHORT-TERM OUTCOMES

- **The borough is an enticing, collaborative and supportive environment for business start-ups, growth and innovation and attracts higher levels of foreign direct investment (FDI)** 

### INDICATORS

- **Number of VAT and/or PAYE registered businesses<sup>10</sup>**
- **Business birth rates<sup>11</sup>**
- **Survival rates of newly born businesses<sup>12</sup>**

Our borough benefits from a centralised location, strategically positioned on the axis of the main East West and North South economic corridors, supported by high quality road and rail links to both Northern Ireland and the Republic of Ireland.

Despite the challenges of the recent economic recession we have a vibrant and growing economic sector. We have more than 8,100 VAT or PAYE registered businesses. The majority of these are small enterprises which employ fewer than 50 people. However, we also have notable large employers such as Moy Park, Tayto, Fane Valley, Almac, Irwins, Turkingtons and Wilsons.

Youth unemployment poses the risk of creating a cycle of inactivity and social exclusion and continues to present a real challenge to growing the local economy. Compounding this is our ageing population and an increased statutory retirement age. As people remain in employment for longer, we need to increase the availability of jobs within the borough. Developing an entrepreneurial culture from an early age among young people will help us to do this.

Statistics show the borough has similar entrepreneurial and business start-up rates to Northern Ireland overall, however, these are relatively low in comparison to other parts of the UK. Those consulted agreed that a focus on encouraging and nurturing new business ideas would help us increase and sustain economic growth.

We are committed to building a thriving and prosperous economy which attracts inward investment, maximises local supply chains and has a rich and diverse stock of businesses that offer the best possible range of quality employment opportunities. One way to do this is to promote and encourage entrepreneurship. We want our borough to be renowned for being open, ready and equipped for business.

<sup>10</sup> Inter-Departmental Business Register, Northern Ireland Statistics and Research Agency

<sup>11</sup> and <sup>12</sup> Inter-Departmental Business Register, Office for National Statistics and Northern Ireland Statistics and Research Agency

We recognise the need to increase awareness of the support available to help with succession planning, development and attracting FDI. We must also deliver sustainable business start-ups and growth in rural areas, as well as seeking solutions to the challenges of physical and digital connectivity and infrastructure requirements across the borough.

## KEY STATISTICS

### Business Base (2016)

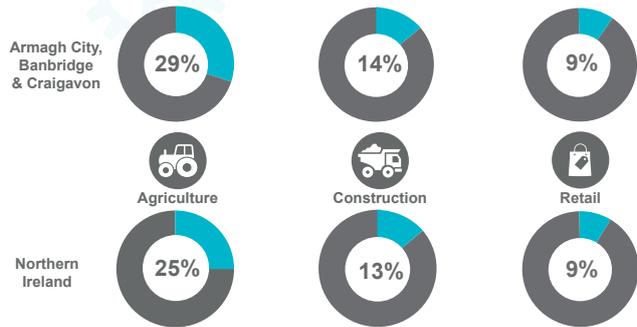
#### Number of Registered Businesses



(This accounts for **12%** of all the businesses in Northern Ireland)

Inter-Departmental Business Register, NISRA

#### Businesses by Top Three Sectors



### Entrepreneurship (2003-2014)

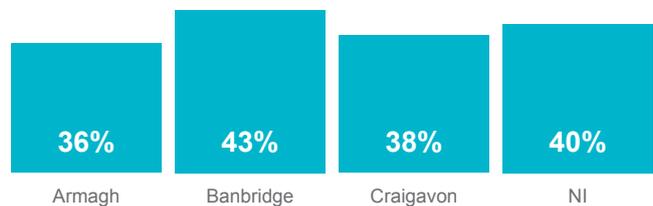
The percentage of the population (aged 18-64) who have started or are in the process of starting a business



Global Entrepreneurship Monitor

### Survival of Businesses (2015)

Five year survival rate for businesses born in 2010 and still active in 2015 (former council areas)



Business Demography, Office for National Statistics and NISRA

### How we might achieve this:

A working group of key partners will be tasked with developing an action plan for the delivery of outcomes. Below are a few examples of potential actions which may be taken forward:

- Explore potential creation of an enterprise alliance
- Encourage and enable joint ventures between schools and business to foster creativity and entrepreneurs
- Inform, co-ordinate and promote initiatives to support enterprise, investment and business growth

# SKILLED ECONOMY

## LONG-TERM OUTCOME

People are better equipped to take full advantage of the opportunities provided by our dynamic economy.

### SHORT-TERM OUTCOMES

- **Stakeholders are more knowledgeable about current and future skills needs and are working in partnership to improve career pathways and equip people for employment** 
- **Individuals, particularly young people, have a better understanding of existing and future employment and enterprise opportunities, how to access them and the skills required** 

### INDICATORS

- **Percentage of the workforce in employment qualified to level 1 and above, level 2 and above, level 3 and above, and level 4 and above**<sup>13</sup>
- **Employment rate (age 16-64)**<sup>14</sup>

It is our ambition to have a thriving and prosperous economy underpinned by the skills base of local people. The borough benefits from a diverse range of quality and accessible educational and training provision, dedicated staff and excellent relationships with a range of voluntary and community based groups, services and facilities that promote and support lifelong learning and advancement. An investment in further education campuses across the borough will serve schools, students, employers and the community and will significantly transform the further education infrastructure as it provides the southern region with modern first class facilities.

However, statistics illustrate that employee wages are lower in the borough than in Northern Ireland as a whole, both for those employees who work in the area and those who live in the area. Furthermore, while the proportion of our young people leaving school with 5 or more GCSEs at grade C and above (including English and Maths) is similar to that for Northern Ireland, we have lower proportions achieving two or more A-levels.

Engagement sessions held to date indicate skills shortages and mismatches within specific sectors. The under-employment of graduates was noted in some areas, whilst in others employers have difficulty sourcing suitably skilled local candidates. This is supported by evidence from the 2015 NI Skills Barometer which forecasts a deficit in Level 3-6 qualifications by 2025 and specific STEM (Science, Technology, Engineering and Mathematics) skills shortages. Some residents face additional barriers, such as disability or lack of local knowledge to securing suitable

employment. Wider employability skills are also essential to help prepare for and sustain employment.

A vibrant economy needs to be supported. It is important that everyone, and in particular young people, is encouraged to reach their full potential. We must ensure that our potential workforce has access to clear and relevant pathways to employment which reflect their own interests and skills, as well as the needs of the local economy. Good businesses recognise that their people are their strongest asset. To ensure a thriving economy we will also need to promote the benefits of lifelong learning with progression routes for existing employees wherever possible. To deliver our goal, we need to support closer collaboration between local businesses, education and training providers and the voluntary and community sector. We need to identify, understand and address skills gaps, work with employers to understand the options for skilled-based recruitment and better promote higher level apprenticeships and vocational pathways.

## KEY STATISTICS

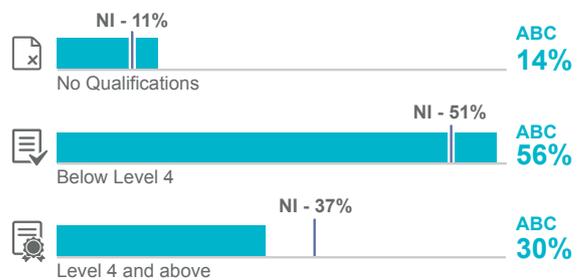
### Labour Market (2015)



Labour market is composed of economically inactive and economically active (latter includes those in employment and those seeking work)  
Rates for age 16-64

Labour Force Survey, NISRA

### Qualifications (2015)



Qualification level of those in employment (16+)

Labour Force Survey, NISRA

### How we might achieve this:

A working group of key partners will be tasked with developing an action plan for the delivery of outcomes. Below are a few examples of potential actions which may be taken forward:

- Examine the potential for a multi-sectoral employment and skills forum 
- Raise awareness of existing and future skills needs, and their potential impact upon the local economy and business growth 
- Develop collaborative initiatives to address skills' deficits in target sectors
- Work in partnership to open up career pathways and improve employment readiness 

# TOURISM ECONOMY

## LONG-TERM OUTCOME

Our borough is the destination of choice for international\* visitors. 

### SHORT-TERM OUTCOMES

- We know and understand our visitors and have established a distinct identity and proposition which we are communicating to international markets 
- We provide high quality, memorable and unique visitor experiences 

### INDICATORS

- **Number of overnight trips made by visitors from outside Northern Ireland<sup>15</sup>**

It is our aspiration that we capitalise on the borough's unique assets and events to become internationally renowned as a destination within Northern Ireland and the island of Ireland. In particular our culture and built heritage, our links to St Patrick, our quality food offering and events are strengths which we want to capitalise on to attract visitors to our beautiful borough.

In 2013 there were 4,200 employee jobs in tourism characteristic industries in the borough and, with visitor spend in the borough reaching approximately £22 million in 2015, tourism is a key contributor to the local economy. However, only 3% of overnight trips in NI are spent here. Therefore, an exciting opportunity exists to grow this sector further.

Between 2013 and 2015, 77% of people visiting the borough came from within Northern Ireland and Great Britain. Therefore, our focus for growth should be within international markets.

There is an increasing demand for more targeted and customised holidays, signalling a more differentiated approach to tourism marketing. Changing values are also generating demand for more environmentally conscious and nature-oriented holidays.

We need to maximise the opportunities which our events and assets offer to encourage a greater number of overnight stays, increased visitor spend and repeat visits. As such, our identity and offering as a tourist destination needs to be further developed to provide high quality, memorable and unique visitor experiences.

Central to achieving this is a well-defined tourism offering, which we, as residents, value and are proud to share with others. We should take time to appreciate our beautiful landscapes, historic places and architecture, rich biodiversity and our unique cultures, celebrations and way of life. We have knowledge, memories and stories to share.

<sup>15</sup> Tourism Statistics, Northern Ireland Statistics and Research Agency

\* Outside Northern Ireland

KEY STATISTICS

Overnight trips to Armagh City, Banbridge and Craigavon (2015)



**149,500**  
overnight trips

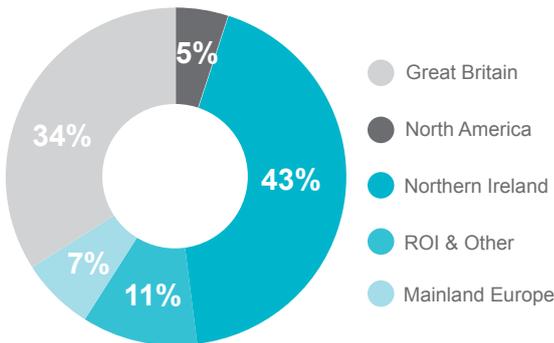


**3%**  
of overnight trips  
in Northern Ireland



**22m**  
spent

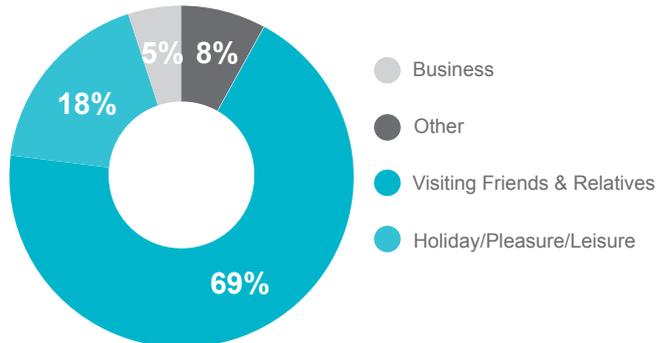
Place of Origin



2013 - 2015

Tourism Statistics, NISRA

Reason for Visit



**How we might achieve this:**

A working group of key partners will be tasked with developing an action plan for the delivery of outcomes. Below are a few examples of potential actions which may be taken forward:

- Improved visitor insight, data capture and knowledge
- Development and delivery of a tourism strategy for the borough 
- An audit of existing facilities to gauge investment needs 
- Improved and consistent marketing of the borough's tourism proposition



Navan Centre & Fort



3

## PLACE

The borough is a place of discovery, where unique cultural and natural assets are cherished and people are inspired to be creative, to grow and to flourish.

# CREATIVE PLACE

## LONG-TERM OUTCOME

Our borough is an inspirational and creative place offering quality, inclusive arts and cultural experiences. 

### SHORT-TERM OUTCOMES

- **More people benefit from high quality, accessible artistic and cultural engagement and expression**  
- **Better partnership working helps to nurture skills development, foster innovation and raise our profile as a region that champions creativity** 

### INDICATORS

- **Percentage of people (aged 16+) engaging with arts/cultural activities in the past year<sup>16</sup>**

It is our aspiration that our borough has a vibrant, authentic, dynamic and inclusive arts and cultural offering that is responsive to the needs of residents and has mass appeal to visitors.

Arts and culture play an important role in community life, enhancing our sense of place and improving wellbeing and quality of life. Our borough has a range of first class facilities. For example, the Millennium Court Arts Centre has been described as one of Northern Ireland's premiere art spaces, the Marketplace Theatre and Arts Centre attracts audiences as far reaching as Monaghan, Cavan and Dundalk, whilst the F.E McWilliam Gallery and Studio attracts a wide range of visitors welcoming approximately 42,500 in 2015. The borough is enriched by a thriving arts scene, populated with professional artists, creative industries, a host of localised arts-based interest groups and vibrant community festivals and celebrations. All of these combine to create an attractive and animated environment which enhances quality of life.

Despite this, statistical evidence suggests that our borough's investment in arts and culture per head of population was lower than the NI Local Government District average. Discussions with stakeholders highlighted the need to overcome barriers to engagement and recognise the benefits of arts participation to individuals' quality of life.

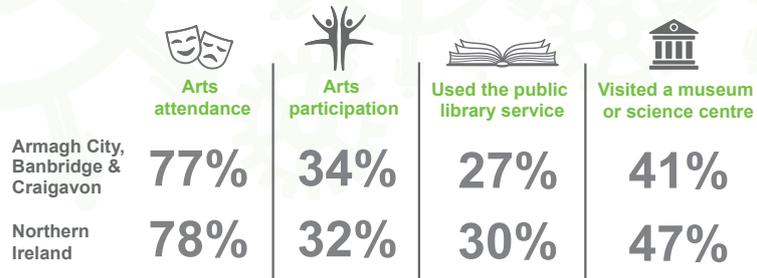
We are committed to working with local partners to continue to develop creative talent, to innovate and grow the creative industries sector and to ensure that we deliver a vibrant, authentic, dynamic and inclusive arts and cultural offering that is accessible to everyone. Although it is historically difficult to quantify and qualify the positive impact of arts and cultural engagement, we will look at ways to help demonstrate the wide ranging nature of arts activities and their positive contribution to life-long learning, wellbeing, prosperity and sense of place.

<sup>16</sup> Continuous Household Survey, Department for Communities

## KEY STATISTICS

### Arts and Culture

#### Engagement in Arts and Culture

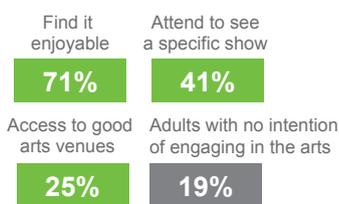


(2011/12 - 2013/14)

Continuous Household Survey, Department for Communities

### Cultural Deprivation Index (2014)

Top factors influencing engagement in the arts - adults in Northern Ireland (2011)



NI Omnibus Survey, Department for Communities

Top three most deprived areas in Armagh City, Banbridge & Craigavon - proximity to cultural facilities



NISRA

### Local Authority Arts and Culture Expenditure (2013/14)

Armagh City, Banbridge & Craigavon



Local Authority Arts and Culture Expenditure Survey, Arts Council of Northern Ireland

### How we might achieve this:

A working group of key partners will be tasked with developing an action plan for the delivery of outcomes. Below are a few examples of potential actions which may be taken forward:

- Improve the collection of consistent and comprehensive qualitative and quantitative baseline data relevant to the sector 
- Understand the reasons for non-participation and potential barriers to participation
- Develop dynamic audience development strategies and partner initiatives to improve arts accessibility 
- Develop an instantly recognisable brand for the arts and culture in the borough

# ENHANCED PLACE

## LONG-TERM OUTCOME

Our rich and varied built heritage and natural assets are protected, enhanced and expanded for current and future generations to enjoy. 🌿

### SHORT-TERM OUTCOMES

- **There is understanding of and respect for the contribution of the built and natural environment and the role it plays in improving the health and vitality of urban and rural communities, their sense of place, character and identity** 🌿
- **Our physical and environmental assets are accessible. Everyone appreciates and takes responsibility for their protection, preservation and enhancement** 🌿🔗

### INDICATORS

- **Number of buildings at risk saved**<sup>17</sup>
- **Number of high quality parks/green spaces (those holding Green Flag Award® status)**<sup>18</sup>

Our borough's landscape is unique and remarkably diverse. Its protection, promotion and enhancement is a key priority for us.

There are a number of Nature Reserves in the borough with many flora and fauna species that cannot be found elsewhere in Northern Ireland. Our waterway networks link Lough Neagh and Portadown to Newry and the Irish Sea (Newry Canal), Lough Neagh to Belfast Lough (Lagan Canal) and the Ulster Canal (Maghera to Lough Erne and the Shannon). Angling, boating, jet skiing, canoeing, cycling, walking, rowing and sailing are all available along these waterways. Service facilities along the route are provided at Oxford Island on Lough Neagh, Scarva Visitors Centre on the Newry Canal and various points along the Lagan Towpath. We also have a rich heritage of archaeological sites, monuments and buildings, representing the aspiration and achievements of past societies and providing evidence of settlements from 9,000 years ago to the present day. We have one area of significant Archaeological Interest at Navan and our various attractions are enjoyed by residents and visitors alike.

However our engagement process highlighted a number of issues including a perceived lack of quality green spaces (particularly in rural areas). It was also suggested that there was a lack of community ownership, interest and pride in the environment and this may result in dereliction, littering and fly-tipping. Archaeological and built heritage forms an integral part of our environment. They are important sources of information about our past, and represent significant

<sup>17</sup> Buildings at Risk Register, Department for Communities

<sup>18</sup> Parks/green spaces holding the Green Flag Award® status, Keep Northern Ireland Beautiful

landmarks in the present townscape and countryside. Our habitats, wildlife, landscapes and natural features are also important assets that provide a wide range of opportunities for enjoyment, recreation, play and economic activity. Their conservation, enhancement and restoration is fundamental to the individual and collective wellbeing of our borough. We must maximise their role and use in a sustainable way as they form an important part of the character and identity of our place and attract visitors to our area.

It is important that residents feel connected to the wealth of heritage and natural attributes around them, regularly accessing and enjoying them, and contributing to their protection and enhancement.

## KEY STATISTICS

### Buildings at Risk (2016)



**79** buildings at risk in the borough on the buildings at risk register.

From 2007  
**2** buildings at risk demolished  
**20** buildings at risk saved

Buildings at Risk Register, Department for Communities

### Parks / Green Spaces (2016)



**9**  
 Green Flag parks and green spaces

Keep Northern Ireland Beautiful

### Visitor Attractions (2015)



Top three attractions

**220,928**  
visits

Oxford Island National Nature Reserve

**209,027**  
visits

Kinnego Marina

**133,437**  
visits

Lough Neagh Discovery Centre



Top three parks and gardens

**140,074**  
visits

Edenvilla Park & Garden

**139,435**  
visits

Tannaghmore Gardens & Rare Breed Animal Farm

**126,123**  
visits

Peatlands Park

Tourism Statistics, NISRA

### How we might achieve this:

A working group of key partners will be tasked with developing an action plan for the delivery of outcomes. Below are a few examples of potential actions which may be taken forward:

- Create a combined register of public sector owned natural and built assets across the borough 
- Raise awareness of local assets and the need to maintain and safeguard these for the future 
- Develop a borough-wide community action programme

# REVITALISED PLACE

## LONG-TERM OUTCOME

Our distinctive and vibrant urban and rural areas are at the heart of community and economic life. 

### SHORT-TERM OUTCOMES

- **We are delivering innovative solutions to physical, economic and social urban and rural renewal through more integrated investment, regeneration and planning policy and practice**  

### INDICATORS

- **City and town centre vacancy rates<sup>19</sup>**
- **Level of social housing need<sup>20</sup>**

Our borough has a rich offering of settlements including our city, towns, villages and rural areas. It is our aspiration that each urban and rural area values and protects its distinct identity and assets so that the borough's full potential as a vibrant place for living, working, visiting and investing can be achieved.

Core issues were identified during our stakeholder engagement process. These highlight the difficulties that our independent traders face, including competition from large shopping centres, accessibility of car parking and off street parking, attractiveness of town and village centres, increased vacancy rates and difficulties in achieving investment.

To achieve our goals, we must adopt a more collaborative and holistic approach to place shaping, building on the wealth of strategies, plans and initiatives already working to deliver on our desired outcomes. Our city, towns, villages and rural areas need to be places of choice.

Our growing and ageing population will pose challenges in terms of future service provision and settlement functionality. We want people to live in well-designed, sustainable and connected communities, benefiting from quality, affordable housing and accessible services and amenities. To ensure this, we will need to provide adequate housing for future population needs, to include appropriate land use and supporting infrastructure development. The rural character of the Orchard County, the Upper Bann, Lagan Valley and Lough Neagh southern shoreline must be preserved and developed for everyone to enjoy. However, all residents, to include those living in rural areas, should benefit from good services, transport links and digital accessibility to ensure they fully participate in all aspects of civic life and future economic growth.

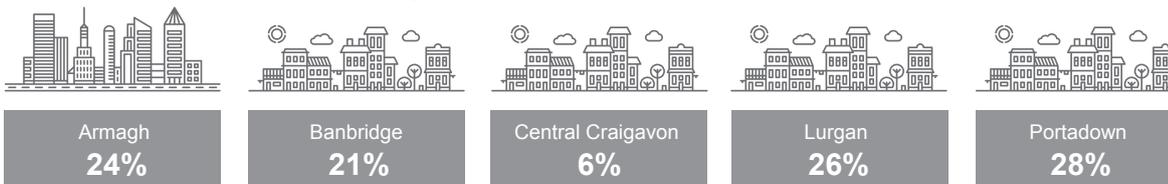
<sup>19</sup> Vacancy rates for non-domestic properties, Town Centre Database (using data from Land and Property Services), Department for Communities

<sup>20</sup> Northern Ireland Housing Executive

Our borough must be accessible, multifunctional and balanced - enabling business growth within a mutually supportive and sustainable setting. Physical development and regeneration will be a catalyst for further social, cultural and environmental renewal.

## KEY STATISTICS

### City / Town Centre Vacancy Rates (2016)



Non-domestic vacancy rates  
Town Centre Database, Department for Communities

### Housing Stock (2011)

Armagh City, Banbridge & Craigavon



2011 Census, NISRA

### Social Housing Need (2015/2020)

Armagh City, Banbridge & Craigavon



Northern Ireland Housing Executive

### How we might achieve this:

A working group of key partners will be tasked with developing an action plan for the delivery of outcomes. Below are a few examples of potential actions which may be taken forward:

- Develop a holistic revitalisation framework to enable change, stimulate investment and ensure collaboration
- Pilot initiatives to redefine the use of space in urban and rural centres 
- Support initiatives to inform, coordinate and promote digital connectivity 

## SUMMARY TABLE OF NINE OUTCOMES

We have a happy, healthy and connected community, a vibrant and sustainable economy and appealing places for living, working and learning.

## COMMUNITY

LONG-TERM OUTCOME		INDICATORS
<b>Confident Community</b>	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.	Percentage of people who feel they have an influence when it comes to any of the local decisions made in their neighbourhood
		Percentage of people who feel a sense of belonging to their neighbourhood
<b>Healthy Community</b>	People are making positive lifestyle choices. They are more resilient and better equipped to cope with life's challenges.	Number of preventable deaths per 100,000 population (age standardised preventable mortality rate)
		Gap in life expectancy between most deprived areas and the borough overall
		Percentage of people who participate in sport or physical activity on at least one day a week
<b>Welcoming Community</b>	Our borough is a safe, respectful and peaceful environment.	Percentage of people reporting that fear of crime has a minimal impact on their quality of life
		Percentage of people who see town centres as safe and welcoming places for people of all walks of life
		Number of accidental dwelling fires



CONNECTIVITY, SUSTAINABLE

# ECONOMY

LONG-TERM OUTCOME		INDICATORS
<b>Enterprising Economy</b>	Our borough is a centre of excellence for entrepreneurship innovation and investment.	Number of VAT and/or PAYE registered businesses
		Business birth rates
		Survival rate of newly born businesses
<b>Skilled Economy</b>	People are better equipped to take full advantage of the opportunities provided by our dynamic economy.	The proportion of the workforce in employment qualified to level 1 and above, level 2 and above, level 3 and above, and level 4 and above
		Employment rate (age 16-64)
<b>Tourism Economy</b>	Our borough is the destination of choice for international visitors.	Number of overnight trips made by visitors from outside Northern Ireland

# PLACE

LONG-TERM OUTCOME		INDICATORS
<b>Creative Place</b>	Our borough is an inspirational and creative place offering quality, inclusive arts and cultural experiences.	Percentage of people (aged 16+) engaging with arts/cultural activities in the past year
<b>Enhanced Place</b>	Our rich and varied built heritage and natural assets are protected, enhanced and expanded for current and future generations to enjoy.	Number of buildings at risk saved
		Number of high quality parks/green spaces (those holding Green Flag Award® status)
<b>Revitalised Place</b>	Our distinctive and vibrant urban and rural areas are at the heart of community and economic life.	City and town centre vacancy rates
		Level of social housing need





Kinnego Marina



# KEY STATISTICS

## KEY STATISTICS

We have collated and used a wide range of evidence in the creation of this community plan, including information from community planning partners, Northern Ireland Statistics and Research Agency (NISRA), central government departments and other stakeholder organisations. A summary of the key statistics for the borough is presented below; further details on the evidence base used are available on our community planning webpage.

### ABOUT OUR BOROUGH

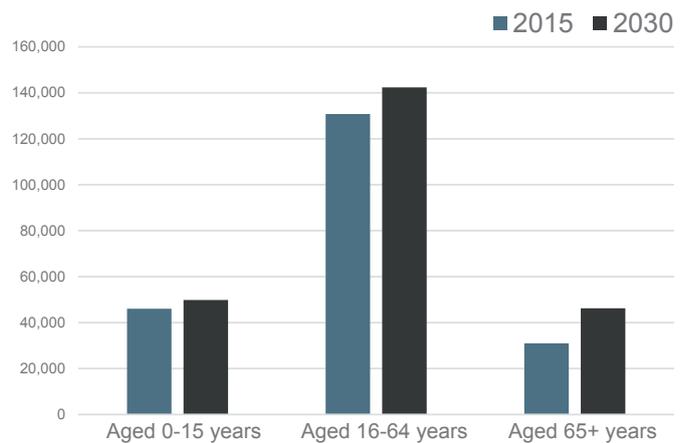
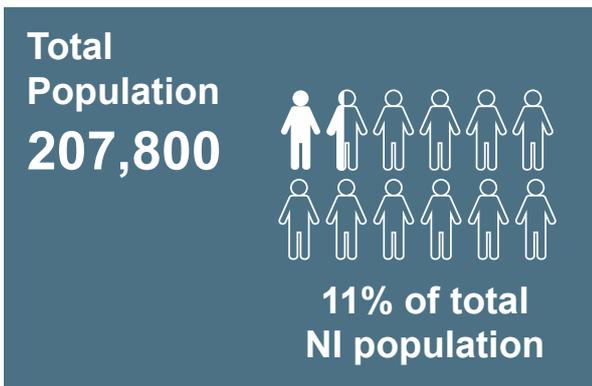
Armagh City, Banbridge and Craigavon Borough covers an area of 554 square miles and is made up of seven District Electoral Areas: Armagh, Banbridge, Craigavon, Cusher, Lagan River, Lurgan and Portadown.

With a population of 207,800 in 2015, the borough is the second largest council after Belfast, making up 11% of Northern Ireland's total population.

Our population is projected to grow by 15% - to around 238,400 - by 2030. This rate of growth is more than double that projected for Northern Ireland as a whole (7%). The numbers in each of the three broad age groups - young people, working age and older people are set to increase. The borough is one of only five council areas which is projected to have an increase in the number of children. Indeed the borough is projected to have the largest percentage growth in the numbers aged 0-15, at 8% to 2030. The borough also has an ageing population. The numbers of those 65 and over are due to increase by 49%. Within this age group the number aged 85 and over is projected to almost double, a 97% increase.



### Population (2015)



Mid-year population estimates (2015) and population projections (2014 based), NISRA

## COMMUNITY

### Diversity and Social Inclusion

The 2011 Census results showed that 89.0% of residents in the borough were born in Northern Ireland, 3.9% in Great Britain and 1.8% in Republic of Ireland. There were 10,846 individuals or 5.4% of residents who were born outside the United Kingdom or Republic of Ireland. In terms of language, 7,896 individuals spoke a language other than English or Irish as their main language. The most common other languages being Polish (2,919 individuals), Lithuanian (1,736 individuals) and Portuguese (834 individuals).

### Health

The 2011 Census showed that the majority of people (80%) in the borough have good health, while 20% had a long-term health problem or disability that limited their day to day activities. Life expectancy has been improving over time - estimates from NISRA show in 2011-2013 life expectancy at birth was 78.6 years for males and 82.8 years for females; this is up from 75.9 for males and 80.7 for females in 2001-2003\*.

Whilst life expectancy is improving and the majority of people have good health, inequalities in health exist. For example, the most deprived areas have worse outcomes than for the borough overall on a number of health indicators, the largest differences being seen in hospital admission rates for self-harm, drugs and alcohol, death rates for alcohol related causes and rates of smoking during pregnancy.

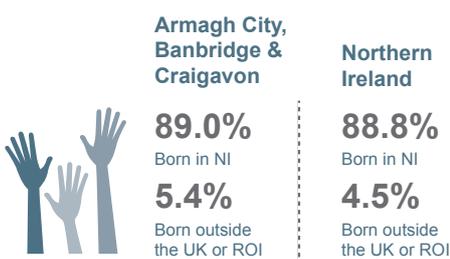
### Crime

In 2015/16 there were 10,068 crimes recorded by the Police Service of Northern Ireland (PSNI) in the borough, 10% of all crimes recorded in Northern Ireland, and 5,614 anti-social behaviour incidents. Looking at recorded road traffic collisions, there were 9 fatalities and 97 people seriously injured in the borough as a result of collisions on our roads.

### Volunteering

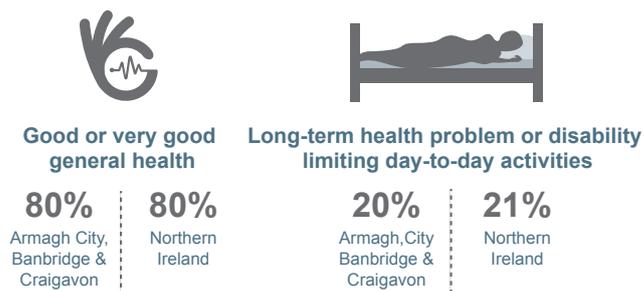
Volunteering underpins much of community life. The 2011 Census showed that 14% of people or over 22,000 individuals in the borough had undertaken voluntary work in the past year.

#### Diversity (2011)



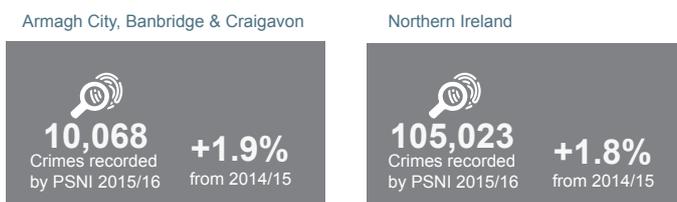
2011 Census, NISRA

#### Health Conditions (2011)



2011 Census, NISRA

#### Community Safety (2015/16)



Police Service of Northern Ireland

Armagh City, Banbridge & Craigavon

Anti-social behaviour

**5,614**

Hate Crimes

**83** racist | **84** sectarian | **32** homophobic

Domestic abuse

**3,001** incidents | **1,546** crimes recorded

\*Life expectancy estimates produced by Department of Health as part of the inequalities monitoring system are not directly comparable with those produced by NISRA as different methods are used to allocate the death and population counts geographically

## ECONOMY

### Business

There were 8,105 VAT and/or PAYE registered businesses in the borough in 2016 - the third highest number of businesses after Belfast and Mid Ulster. The business profile is predominantly comprised of small enterprises with fewer than 50 employees, these make up 98% of all enterprises in the borough. The top three business sectors (in terms of numbers of businesses), were agriculture (29% of all businesses), a higher proportion than in Northern Ireland overall (25%), followed by construction (14%) and retail (9%). The income generated by turnover in the borough, less the cost of goods and services used to create this income was estimated to be £1,831 million in 2014. This amount represents the approximate gross value added (aGVA). The borough had the fourth highest aGVA of the eleven council areas.

### Tourism

In 2015 there were 149,500 overnight trips made to the borough with an associated expenditure of £22m. Most of the visitors to the borough were from Northern Ireland or Great Britain and the main reason for visiting was to visit friends and relatives. There were 1,173 beds available in licensed accommodation, 45% being in hotels. However, in terms of number of trips, expenditure and accommodation availability, the borough was the second lowest of the eleven council areas, making up 3% of the total for Northern Ireland overall on these measures.

### Jobs

In 2015 it is estimated that there were over 72,300 employee jobs in the borough, with the majority of jobs (74%) being in the service industry. The borough has a higher proportion of jobs in manufacturing (16%) compared to Northern Ireland overall (11%). In 2016 the average (median) annual full-time wage for those that worked in the borough was £23,600, lower than that for Northern Ireland overall (£26,100).

### Labour Market

In 2015, 74% of 16-64 year olds in the borough were economically active (this includes those in employment and those seeking work) and 26% were economically inactive (not looking for work or not available for work, this includes those who are looking after a home, long-term sick or disabled, students and retired). The employment rate for those aged 16-64 in the borough was 69%, similar to the Northern Ireland employment rate of 68%.

Over the past decade the borough has had lower rates of those claiming unemployment-related benefit than Northern Ireland as a whole. In 2016, 2.3% of working age adults (aged 16-64) in the borough were claiming unemployment-related benefit, compared to 3.1% for Northern Ireland. Almost a third (31%) of claimants in the borough were classified as being long-term unemployed (over a year), and a quarter (25%) of claimants were aged 18-24.

### Jobs (2015)

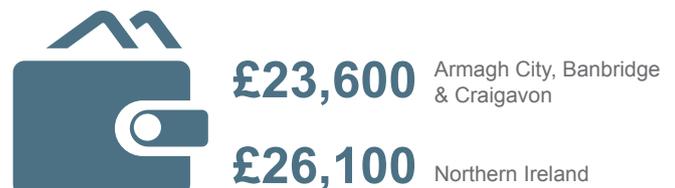
**72,341** employee jobs



Other includes agriculture employee jobs  
These employee job figures do not include the self-employed

NI Business Register and Employment Survey, NISRA and Farm Census, Department of Agriculture, Environment and Rural Affairs

### Earnings (2016)



Median gross annual earnings by place of work for full-time sector employees

Annual Survey of Hours and Earnings, NISRA

## PLACE

### Natural Heritage

Areas in the borough are protected by a range of international, national and local conservation designations including: one RAMSAR site (Lough Neagh and Lough Beg), two special areas of conservation (Peatlands Park and Montiaghs Moss) and one special protected area (Lough Neagh), 21 areas of special scientific interest, one national nature reserve and four nature reserves, three local nature reserves and 77 sites of local nature conservation importance. The local diversity action plan for the borough identified 14 species and six broad habitats for prioritised conservation action. In addition there are a range of parks, woodlands, forests, National Trust sites, national cycle networks and canals/waterways which provide opportunities for accessing the environment.

### Built Heritage

The borough has a rich and established built heritage including one Area of Significant Archaeological Interest (Navan Fort complex), 15 State Care Sites and Monuments, 1,063 Listed Buildings, 14 registered sites of Historic Parks, Gardens and Demesnes, five Conservation Areas (Armagh City, Loughgall, Richhill, Dromore and Lurgan) and 16 Areas of Townscape Character.

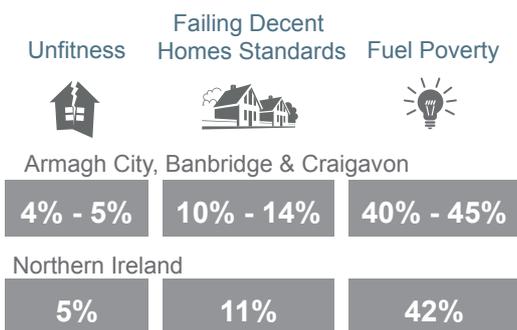
### Housing

In 2011, most dwellings in the borough were owner occupied (70%), followed by private renting (14%) and social rented (11%). A further 4% rented from other or lived rent free. House prices have been recovering following the low point 2012, with the standardised price for a property in the borough being £109,654 in the third quarter of 2016. Results from the 2011 House Conditions Survey estimated that around 10-14% of homes did not meet the decent homes standard and 40-45% were classified as being in fuel poverty, both these levels were similar to those seen in Northern Ireland overall.

### Environment

Level of public concern for the environment is high, 70% of households in the borough are concerned about the environment. The most common environmental problems identified by households in the borough were illegal dumping of waste (41%), pollution in rivers (34%) and climate change (26%). The borough has the second highest recycling level of all the eleven councils, after Mid Ulster. In 2015/16, just under half (48.0%) of household waste in the borough was recycled (preparing for reuse, dry recycling and composting).

### Housing Conditions (2011)

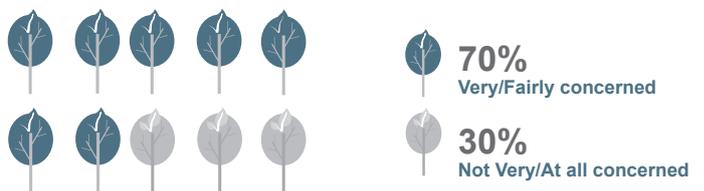


House Conditions Survey 2011, NIHE

### Environment (2013-2015)

#### Households Concerned for the Environment

Armagh City, Banbridge & Craigavon



Continuous Household Survey (2013-2015), NISRA

### Household Waste Recycling (2015/16)

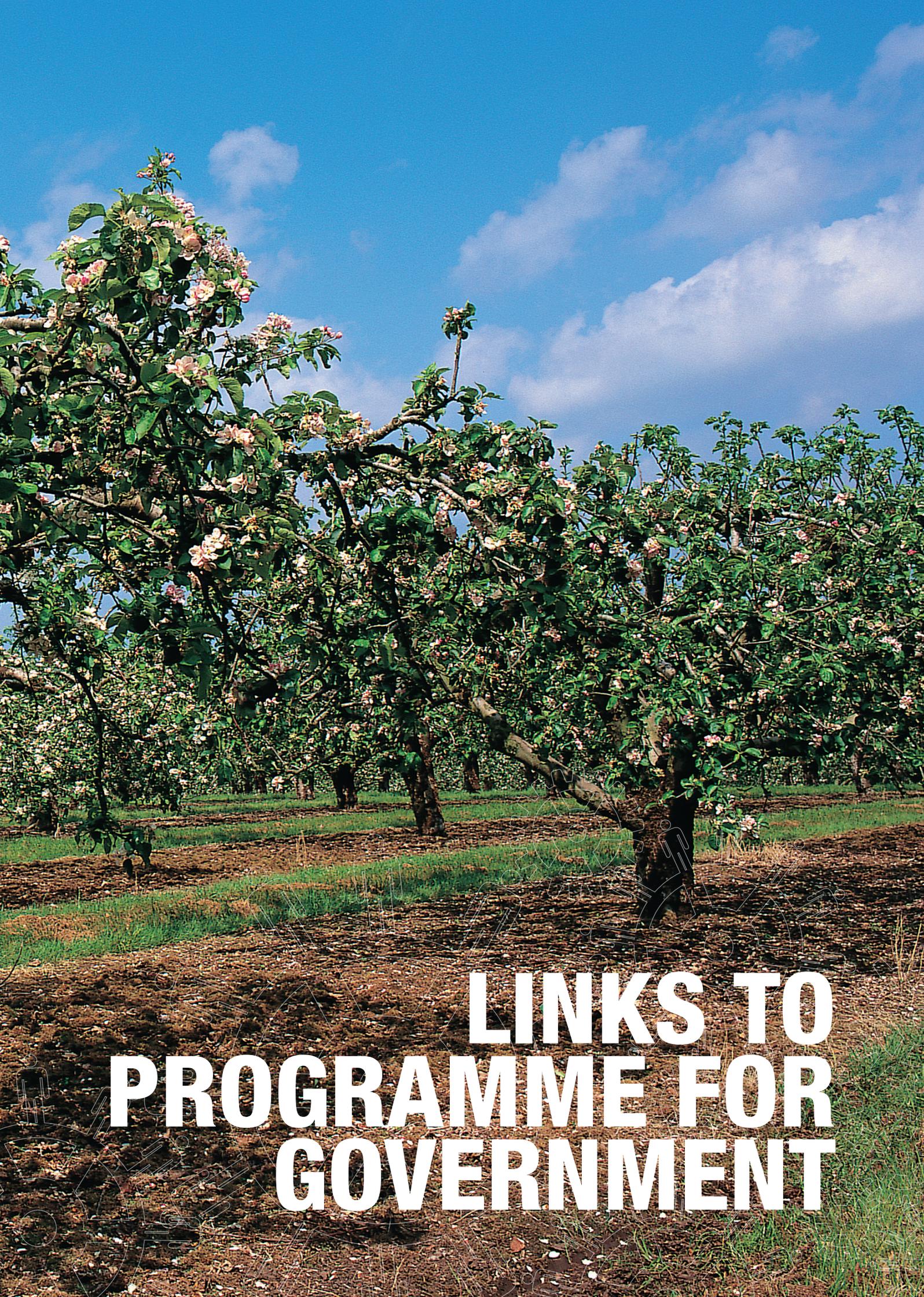


NI Local Authority Collected Municipal Waste Management Statistics, Department of Agriculture, Environment and Rural Affairs



Apple Orchard





# LINKS TO PROGRAMME FOR GOVERNMENT

## LINKS TO PROGRAMME FOR GOVERNMENT\*

### COMMUNITY

PROGRAMME FOR GOVERNMENT	CONNECTED COMMUNITY PLAN	
OUTCOME	LONG-TERM OUTCOME	
We care for others and we help those in need	Confident Community	Everyone has opportunities to engage in community life and shape decision - we have a strong sense of community belonging and take pride in our area
We are a confident, welcoming, outward-looking society		
We enjoy long, healthy, active lives	Healthy Community	People are making positive lifestyle choices. They are more resilient and better equipped to cope with life's changes
We have a safe community where we respect the law and each other	Welcoming Community	Our borough is a safe, respectful and peaceful environment
We have created a place where people want to live and work, to visit and invest		

### ECONOMY

PROGRAMME FOR GOVERNMENT	CONNECTED COMMUNITY PLAN	
OUTCOME	LONG-TERM OUTCOME	
We are an innovative, creative society where people can fulfil their potential	Enterprising Economy	Our borough is a centre of excellence for entrepreneurship innovation and investment
We prosper through a strong, competitive, regionally balanced economy	Skilled Economy	People are better equipped to take full advantage of the opportunities provided by our dynamic economy
We have more people working in better jobs		
We have created a place where people want to live and work, to visit and invest	Tourism Economy	Our borough is the destination of choice for international visitors
We are a confident, welcoming, outward-looking society		

# PLACE

## PROGRAMME FOR GOVERNMENT

## CONNECTED COMMUNITY PLAN

OUTCOME	LONG-TERM OUTCOME	
We are an innovative, creative society where people can fulfil their potential	Creative Place	Our borough is an inspirational and creative place offering quality, inclusive arts and cultural experiences
We live and work sustainably - protecting the environment	Enhanced Place	Our rich and varied built heritage and natural assets are protected, enhanced and expanded for current and future generations to enjoy
We have created a place where people want to live and work, to visit and invest	Revitalised Place	Our distinctive and vibrant urban and rural areas are at the heart of community and economic life

# CROSS CUTTING

## PROGRAMME FOR GOVERNMENT

## CONNECTED COMMUNITY PLAN

OUTCOME	LONG-TERM OUTCOME
We connect people and opportunities through our infrastructure	Connectivity
We have a more equal society	Equality
We are a shared society that respects diversity	
We give our children and young people the best start in life	
We have high quality public services	Sustainability
We live and work sustainably - protecting the environment	





Corbet Lough

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Keeping People Safe

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**ea** Education  
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**HSC** Health and Social  
Care Board



**tourism**  
northernireland

**HSC** Southern Health  
and Social Care Trust



**isport**  
Northern Ireland



**Armagh City**  
Banbridge  
& Craigavon  
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