Draft Corporate Plan 2020 – 2024
Consultation Report

Summary

- The draft Corporate Plan (2020-2024) issued for a period of 9 weeks' public consultation from Monday 11 November 2019 to Friday 10 January 2020.

- Potential external consultees were contacted directly via the Council's standard consultee list, with requests to both the economic development and community development sections to draw the consultation to their contacts' attention. Standard public notice and news releases were issued, together with social media posts to direct people to the relevant web page for further information and to access a link to an online survey.

- Internally, Heads of Service were provided with guidance and key questions to ask when considering the draft Plan with their teams and staff were informed of the opportunity to respond via the staff newsletter, team brief and intranet.

- Externally 7 responses were received via the online survey and internally 5 service teams (representing upwards of 50 individuals) and 2 individuals responded.

- The detail of consultees' comments is provided in the pages with follow, together responses to comments and recommendations for amendments and additions.

Recommendations

Recommendations are reflected in the body of the main report below. However, for ease of reference, a summary of recommendations is provided here.

1. 'At the heart of our community' should be retained as the Council's vision.

2. The Council's 6 values should be agreed with an amendment to the definition of 'excellent' to reflect the Council's accountability for how resources are allocated.

3. The 5 strategic themes should be carried forward to the final plan.

4. The identified priorities should be retained, with changes as detailed in the table below.

Leadership	
L1 We will use our influence to shape and facilitate: • the delivery of strategic infrastructure schemes including the road transportation network (including bypasses for both Cookstown and Dungannon) • the drainage and sewerage network • our energy and broadband connectivity • the future development of health provision • the direction of wider policy impacting on economic growth.	*Recommendation: retain strategic priority with addition of housing and education to those areas of work which the Council will seek to use its influence to shape and facilitate.*
Service Delivery	
SD3 We will enhance our financial performance and strength, identifying opportunities to increase income and reduce deficits, as well as to leverage external funding.	*Recommendation: retain strategic priority and as per the 'Excellence' value above, include accountability for resources.*

Communities	
C0 Mental health should be specifically mentioned, given the growing importance of the issue. There should be some focus on Health and Mental Health with community planning partners.	*Recommendation: retain strategic priority and include the specific issue of mental health under Leadership L1 above as an area where the Council seeks to use its influence to influence and shape health provision.*
C1 We will open up and sustain accessible pathways to participation in leisure and outdoor recreation activities which enhance health and well-being by providing high quality, accessible facilities in local communities and through programmes tailored to community need and delivered by a skilled, flexible and motivated staff.	*Recommendation: retain strategic priority and given repetition in another strategic priority (SD2), delete 'and delivered by a skilled, flexible and motivated staff'.*
C5 We will promote and protect regional minority languages and culture.	*Recommendation: replace this strategic priority (which continues to be a specific action in the Community Plan) to reflect the broader commitment to 'develop, promote and sustain the arts in Mid Ulster' (also a commitment in the Community Plan).*
C6 We will continue, through our community development programmes, financial assistance schemes and our partnership-working, to support local communities and to build capacity in the community and voluntary sector.	*Recommendation: retain strategic priority and remove 'financial assistance schemes' to replace with 'grant aid'.*

5. The final plan's narrative should reflect issues raised via the consultation as identified below.
    - under the Service Delivery theme, the Council's statutory functions should be visible in the plan's text and an 'Asset Management Plan' and what it encompasses should be clearly explained.

    - In the Economic theme, a description of the breadth of the Council's work in this area should be included, highlighting issues such as the importance of sustaining our town centres as economic hubs, the importance of employment opportunities for young people.

    - In the Environment theme, the role of street cleansing should also feature in text.

    - While the Communities theme does not include a specific reference to older people and an ageing population, the final plan should include an area profile and issues of demographics will be captured there.

    - Comments across themes on sustainability suggest the final plan narrative should reflect the issues raised around sustainability more cohesively.

6. The Council's Corporate Commitments should be retained as stated with one amendment to the wording of 'Work in partnership across the public, private, community and voluntary sector to achieve shared objectives' which should change to read 'work collaboratively across the…'.

Vision

Respondents were asked to consider if the Council's vision represented its ethos.

Vision Statement	Comments	Response/ Recommendation
At The Heart Of Our Community	Internal responses showed agreement with the retention of the existing vision. Externally 1 respondent disagreed with the vision statement: *Mid Ulster District Council's ambitious Draft Corporate Plan is welcomed however it would be remiss if the Protestant Unionist Loyalist (PUL) community in Mid Ulster did not make their views known and recorded. We note the vision to 'be at the heart of the community'. In recent years the PUL Community has felt that Mid Ulster District Council has not only rejected them but quite definitely excluded them of all opportunities and directed the majority of resources to the Catholic Nationalist Republican community. This given the use of terms such as equality and respect are colourful terms on paper however if they do not translate to meaningful outputs they are nothing only words on a page.* 2 other respondents commented as follows: *The vision is ambitious yet achievable for the Council in the Mid Ulster area.* *It does however in the growth section for the Seamus Heaney centre it is being run as a ongoing concern and must be appraised in terms of the value it is adding to rate payers due to subventions of rate payer money.*	Referenced under ECON6 ***Recommendation: retain the existing vision.***

Values

The draft Plan reconsidered the Council's 6 existing values (customer-focussed, innovative, quality-driven, team-focussed, professional and trustworthy). The draft Plan proposed that some were retained, while others were broadened and re-defined, and others replaced to better reflect how we feel we operate as an organisation.

Respondents were asked to consider if the Council's values are the right ones to guide its work and behaviour.

All internal and external respondents stated they agreed with the values.

Values: General Comments

There were 2 general comments on values from external respondents as follows

1. *The Protestant Unionist Loyalist Community welcome the values set out in the Mid Ulster District Council's ambitious Draft Corporate Plan however we once again stress the translation of these to the Protestant Unionist Loyalist Community. We strongly believe your values does not translate to practices within council. The terms of Trustworthy, Respect and Inclusive and great goals and aspirations however the PUL community can provide strong case studies to show this is not the case. To value ones contribution and to champion a cause of equality requires respect and tolerance shown to all communities not just that of the domineering Nationalist/Republican council representatives.*

2. *The values are correct though through actions it must be proven.*

Values: Specific Comments On Individual Values

Proposed Values	What does this mean?	Comments	Response/Action
Citizen and Customer-focussed	*Designing and delivering our services in response to and around the needs of our citizens and customers and within our resources.*	1. Citizen element of this value is important. However, would like to see greater recognition for services which work with internal customers. 2. Often we are driven by KPIs, rather than customer needs. 3. I am not sure if the 'customer' focussed is necessary as citizens are all customers irrespective of whether they engage in the local community or wider societal activities.	1. Staff recognition forms part of strategic priority SD2. 2. This perception supports the need for this value and for the organisation to 'live' this value. 3. While citizens of Mid Ulster can all be considered customers, the Council would also have customers beyond local residents (e.g. visitors to the district) and also uses the term internally (i.e. internal customers) ***Recommendation: retain value.***
Innovative	*New and better ways of doing what we do.*	1. We may lack innovation. 2. Is 'Innovative' the correct word? Should it not be 'Adaptive'?	1. The formalisation of an innovation agenda has begun and this is referenced in Strategic Priority SD1. 2. We believe innovative is defined differently to 'adaptive' which implies more flexibility or fluidity in ways of

			working, rather than seeking new and better ways. ***Recommendation: retain value.***
Excellence	*Striving to excel in every aspect of our work, delivering the best, value for money services.*	1. Excellence could be considered to be a product of all our values working together. 2. Restrictive access to training policy/process does not fit well here. 3. There is no reference to money, how we spend it or are accountable for it. 4. From an architectural perspective there is agreement with the proposed value of "excellence" and that we should deliver the best value for money service. However, it is important that value is placed on design. This is particularly pertinent	1. This is true. However, the Council believes that stating that we strive to achieve excellence as standard is an important value to articulate clearly. 2. The development of a skilled workforce forms part of strategic priority SD2. 3. A financial element can be added to this value's definition: *'…being accountable for and delivering the best, value for money services'*. See also response to SD0 and SD3. 4. The value of excellence in design in this context can be reflected in ECON5 which articulates the Council's priority around the planned delivery of its capital investment programme.

| | | given the extent of investment into development proposals and the wide ranging nature of these schemes from village regeneration to large scale opportunities sites.

As a point of reference, this year Norwich City Council's social housing scheme with almost 100 highly energy efficient homes – 'Goldsmith Street' was awarded the prestigious RIBA Stirling Prize and the Neave Brown award for housing.

Tom Foggin, RIBA East Regional Chairman: "The combined win of the RIBA Stirling Prize 2019 and inaugural Neave Brown Award reflects the new benchmark that Goldsmith Street has set for housing across the UK. The project is an exemplar of what can be achieved when a well- | |
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		informed and committed client takes a long term view of sustainability and placemaking, which I hope will inform housing design and procurement across the Eastern region."	***Recommendation: retain value with addition to definition to reflect accountability.***
Trustworthy	*Working for our communities in a spirt of friendliness and openness by delivering fair, transparent, equitable and ethical services to all customers.*	1. The word 'honesty' is missing.	1. Honesty is considered to be implicit in the trustworthiness. ***Recommendation: retain value***
Respect	*Treating each other, our customers and our stakeholders in the same considerate way that we wish to be treated ourselves.*	1. Should the word be 'respectful'? 2. In the definition, refer to the fact that respect is earned.	1. Respect is considered a better way to reflect the two-way nature of the relationships between the Council, its customers and stakeholders. 2. This is implicit in the definition. ***Recommendation: retain value***
Inclusive	*Creating a culture which values, supports and celebrates diversity to the*	1. Can the definition include the word 'belonging'?	1. See below.

	2. The definition talks about diversity, keep the focus on being inclusive rather than diverse.	2. Diversity and Inclusion are often used interchangeably and while they are different *'Diversity is the 'what'; inclusion is the 'how'. Inclusion is a measure of culture that enables diversity to thrive'* the current definition places the creation of the inclusive culture to the fore. ***Recommendation: retain value***

Corporate Commitments & Strategic Themes

The draft Plan set out a series of corporate commitments, together with 5 proposed themes around which the Council proposed to build its strategic focus.

Respondents were asked if they:
- agreed with the overall strategic direction and whether the themes under which priorities had been groups were appropriate for Mid Ulster.
- felt that the themes under which priorities have been grouped are appropriate/right for Mid Ulster.
- felt that the strategic priorities identified under each themes were the right ones.
- felt that there were any strategic priorities which should not be included
- felt there were any strategic priorities which were missing.

Strategic Direction: General Comments
All respondents agreed with the Council's overall strategic direction, with 2 general comments as follows:

Volunteer Now believes that the direction is clear and achievable and would encourage the Council to consider the impact of volunteer involvement in all areas.

The Protestant Unionist Loyalist Community welcome the strategic direction set out in the document and in particular 'promote equality and good relations'. We would question what this means and how the council suggest they will meet this strategic objective. Giving the sincerity of this document if it passes all stages of consultation and council approval, then the Protestant Unionist Loyalist community will be waiting and watching intently to the effort and balance of these outputs within communities.

Themes: General Comments
Of the 7 online respondents, 1 did not agree that the themes under which priorities were grouped were correct.

Specific comment on specific themes is captured in the tables below.

One general comment was made as follows:

The priorities seem to be reflective of the needs of the local community and the role of the Council.

Strategic Priorities Are The Right Ones: General Comments
Of the 7 online respondents, 1 did not agree that the strategic priorities were the right ones.

Specific comment on individual strategic priorities is captured in the tables below.

Strategic Priorities Which Should Not Be Included: General Comments
Of the 7 online respondents, 1 stated that there were priorities which should not be included. No comment on which ones was provided.

Specific comment on individual strategic priorities is captured in the tables below.

Strategic Priorities Which Are Missing: General Comments
Of the 7 online respondents, 4 stated that there were priorities which were missing and 3 did not believe any priorities were missing.

Specific comment on individual strategic priorities is captured in the tables below.

One general comment was made as follows:

The Protestant Unionist Loyalist community awaits Mid Ulster District Council's practical response to the ambitious strategic priorities set out within the plan and how the Protestant Unionist Loyalist community will benefit and prosper from these outcomes. We do not feel any are missing.

Theme 1: Leadership

Reference	Theme/Priority	Comment	Action
L0	Leadership	1. Theme does not make sense – leadership is a principle.	1. Showing leadership can be considered to be a principle or value. In this sense, the concept is of an organisation which is leading the development of itself and its district via its lobbying and influencing role. The distinction can be highlighted in the final Plan narrative.
		2. Volunteer Now would also like to see the Council taking leadership in the development of a Volunteer Policy and the integration of good practice in volunteer management. Volunteer Now believes that through taking a leadership role in this area the Council can be a positive role model for other public and statutory bodies in the area as well as further afield. Volunteer Now would be happy to support	2. Volunteering is a specific action in the Community Plan (Theme 5: Vibrant and Safe Communities 'Support the community and voluntary sector to build capacity and promote volunteering opportunities' with an associated measure based on the level of volunteering). Specific volunteering policy commitments are likely to

		the development of the policy and practice.	arise as part of that broader process.
L1	We will use our influence to shape and facilitate: • the delivery of strategic infrastructure schemes including the road transportation network (including bypasses for both Cookstown and Dungannon) • the drainage and sewerage network • our energy and broadband connectivity • the future development of health provision • the direction of wider policy impacting on economic growth.	1. Broadband is economic driven, sewerage is environmental infrastructure, housing should be included in Communities theme and health should be in Communities theme. 2. The Council's role in shaping and influencing education is not referenced while other significant areas are, such as health and infrastructure. 3. Broadband activity is seen as very important.	1. Consider addition of housing to areas of work where the Council seeks to have influence and shape policy. 2. Consider addition of education to areas of work where the Council seeks to have influence and shape policy. 3. Included as part of strategic priority L1. *Recommendation: retain strategic priority with addition of housing and education to those areas of work which the Council will seek to use its influence to shape and facilitate.*
L2	We will continue to progress towards the adoption of our Local Development Plan 2030 and delivery against the plan objectives.		

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Reference	Theme/Priority	Comment	Response/Action
L3	We will work collectively to meet the identified needs and priorities of our citizens and to connect the people of Mid Ulster.		

Theme 2: Service Delivery

Reference	Theme/Priority	Comment	Response/Action
SD0	Service Delivery	1. Theme does not make sense – service delivery is a principle. 2. This theme provides an opportunity to reflect how we use our resources accountably (as per comment under Values above). 3. Our statutory functions are not obvious in the plan. Difficult to see where some of the statutory functions fit under the priorities.	1. Expansion of the theme name or clearer descriptor may help to explain why this is a theme, rather than a principle or value. 2. Financial accountability has been suggested as an addition to the 'Excellence' value and to SD3 below. 3. Statutory functions can be made more visible in the narrative of the final Plan.
SD1	We will improve services for our citizens through the development and delivery of an innovation agenda.	1. Is this focussed on customers? Would like to see this for staff also e.g. increased options in home/ flexible working arrangements which will help efficiency.	1. While the innovation agenda is at early stage development, it will include how we can innovate in our internal processes and policies which involves staff

			and which ultimately benefits our service delivery for customers.
SD2	We will invest in our people to create a customer-focussed, purposeful, skilled, high performing, engaged, healthy and safe work-force.	1. There is no detail in the priorities about how our 'human assets' are professionally developed to sustain and foster high performing service delivery. 2. However, would like to see greater recognition for services which work with internal customers.	1. The commitment in this priority is to ensure there is a skilled workforce. Details of how this can/should be delivered will flow from subsequent implementation work. 2. Referred from Values section, recognising staff is part of the Council's approach to investing in its people.
SD3	We will enhance our financial performance and strength, identifying opportunities to increase income and reduce deficits, as well as to leverage external funding.	1. See comment under SD0 above and comment under 'Excellence' value.	1. The concept of accountability can be woven into this priority. ***Recommendation: retain strategic priority and as per the 'Excellence' value above, include accountability for resources.***
SD4	We will develop and implement an Asset Management Plan for the Council and, with our partners, work to develop a public sector-	1. (a) An Asset Management Plan requires explanation to ensure this priority is properly understood.	1. Include definition of an Asset Management Plan in narrative to aid understanding.

		(b) Will everyone in the organisation understand what is meant by an Asset Management Plan? Is it all Council assets, will the expectation in an estate context be different across services and how will it be implemented?	
wide Asset Management Plan for Mid Ulster.			

Theme 3: Economy

Reference	Theme/Priority	Comment	Action
ECON0	Economy	1. There is no reference to assisting/sustaining the economic hubs/drivers of our district i.e the main towns. We have always highlighted our towns are the main economic hubs and if they are not performing well our hinterlands will suffer. If they are performing well they have a multiplier effect across the district.	1. While these are not specifically referenced, the significance of our town centres as economic hubs remains central to the Council's economic development plans and approach. It is articulated in the Mid Ulster Community Plan (Theme1: Economic Growth 'Create a competitive advantage for our principal towns, complimenting a 'Town Centre First' principle') and is also a key tenet of the Council's new draft Local Development Plan (L2).

			It is also implicit in ECON2 and can be added to final plan narrative.
ECON1	We will develop and deliver the Mid, South and West Regional Economic Strategy in collaboration with our partner Councils (Armagh City, Banbridge and Craigavon Borough Council and Fermanagh and Omagh District Council).		
ECON2	We will continue to build on our work to generate business diversification, innovation and expansion and increase employment opportunities.	1. Needs to focus on employment opportunities for young people.	1. This can be reflected in the final Plan narrative.
ECON3	We will continue to support the work of our partners, including the Mid Ulster Skills Forum, to address employability and skills to ensure the existing and future needs of our region's business base are met.		
ECON4	We will continue to identify opportunity sites for development proposals and to deliver against existing plans for other key strategic sites (including Ann		

	Street, Dungannon and the former Maghera High School site).		
ECON5	We will have a prioritised, sustainably resourced programme of capital investment supporting the enhancement of facilities for local people and contributing to the regeneration of our district.	1. If led by the Council, this programme needs supported with revenue resources to ensure it is actually sustainable and can realise the Council's vision.	1. The Council recognises this and has reflected its importance in the wording of ECON5: 'sustainably resourced'.
ECON6	We will work to deliver tourism investment and employment concentrating on Mid Ulster's 3 identified tourism strands.	1. Seamus Heaney HomePlace is included here but should, from the wider perspective of culture and arts be reflected in the 'Communities' theme. 2. It does however in the growth section for the Seamus Heaney centre it is being run as a ongoing concern and must be appraised in terms of the value it is adding to rate payers due to subventions of rate payer money. 3. Growth within the private sector for tourism, despite a new strategy, private sector are being forced to follow themes that are not generating income.	1. Response under C5 2. All Council leisure, arts and cultural facilities require a subvention. 3. The Council's tourism strategy (to 2021) was created with considerable input from and consultation with the local industry. Currently under review, any disparity between its aims and the industry's income

			generating approach should be identified as a result.

Theme 4: Environment

Reference	Theme/Priority	Comment	Action
ENV0	Environment	1. (a) While sustainability is a corporate commitment, it merits inclusion under this theme with a specific project or plan attached to it. (b) In relation to sustainability, under Theme 3: Environment we outline our commitment to mitigate against the impacts of climate change by taking steps to reduce our carbon emissions. Again I just wanted to reiterate the importance of sustainability in relation to development, from the very basics of using passive solar design. I acknowledge that we note 'design and deliver our services more sustainably' has been listed at the outset but would question whether, given the current concerns in relation to climate, if	1. The final Plan narrative will reflect the issues raised around sustainability more cohesively.

		sustainability should feature more heavily and if the theme should revert to the former title: Sustaining our environment? 2. Environment and Communities should be higher up.	2. The themes aren't ranked in any order of importance.
ENV1	We will continue to reduce our dependency on landfill through waste reduction and increased recycling and recovery.		
ENV2	We will continue to promote and protect our environment through our environmental and anti-littering programmes of education, awareness-raising and enforcement.	1. Add street cleansing.	1. Street cleansing as a function will be reflected in the final Plan narrative.
ENV3	We will increase the protection of, access to and development of our heritage assets, both natural and man-made, including our strategic visitor sites.	1. Biodiversity and natural green spaces should be included.	1. While natural green spaces are implied by the general descriptor, they are also referenced specifically in C3, where biodiversity should also be reflected by implication in the term 'sustainable development'.

ENV4	We will work to mitigate against the impacts of climate change by taking steps to reduce our carbon emissions as an organisation.	1. Taking steps to reduce carbon emissions is important. It can be achieved through investment decisions in fleet with alternative fuel vehicles, use of technology to reduce carbon footprint of the Council's grey fleet travelling within the Council estate, more consideration of whole life energy choices, 'spend to save' energy initiatives, smarter water consumption and re-use. How is it going to be implemented and by whom?	1. This priority has emerged as a result of the increased global action on climate change and is a new area of focus for the organisation. An implementation plan, together with responsibilities, will be developed when the final plan is agreed.
		2. The Mid Ulster Council could aim to plant more trees in the area - creating woodland corridors for wildlife. There are a lot of areas that could be redevelopment and indigenous woodland could be planted.(Belfast City council plan to plant 1million trees) MUC should do the same.	2. Tree-planting is anticipated to form part of the Council's mitigation work.

Theme 5: Communities

Reference	Theme/Priority	Comment	Action
C0	Communities	1. Safety should be mentioned in one of this theme's priorities.	1. This is encapsulated in the Community Plan theme 'Vibrant and Safe Communities' and is reflected in associated actions.
		2. (a) Social inclusion and social connectivity e.g. around creating spaces and places for people to connect is missing. (b) Social inclusion, social cohesion and social connectivity are a priority. The stronger the emphasis we place on digital connectivity, the greater the onus on us to ensure the balance with social connectivity.	2. Social inclusion and connectivity are considered as implicit in work across this theme e.g. C1, C3.
		3. (a) Mental health should be specifically mentioned, given the growing importance of the issue. (b) There should be some focus on Health and Mental Health with community planning partners.	3. The specific issue of mental health can be included under Leadership theme (L1).

| | | 4. (a) Older people and Mid Ulster's aging population are not referenced and we should be preparing for this changing demographic and reflecting it in the new Corporate Plan.

(b) Focus more on ageing population and disadvantaged groups. | 4. The final Plan will include an area profile and issues of demographics will be captured there. |
| | | 5. Volunteer Now believes that the inclusion of a volunteering priority could add a positive dimension into the Strategy. Volunteering is well recognised to improve the mental health and emotional wellbeing of those who participate; it develops skills pertinent to employability and an individuals own personal development; it creates a sense of community, inclusion and ownership and enables initiatives in all areas including the environment and service delivery both of which are included in the overall plan. Volunteer Now would be happy to discuss our thoughts further. | 5. See comments under LO above.

Recommendation: retain strategic priority and include the specific issue of mental health under Leadership L1 above as an area where the Council seeks to use its influence to influence and shape health provision. |

C1	We will open up and sustain accessible pathways to participation in leisure and outdoor recreation activities which enhance health and well-being by providing high quality, accessible facilities in local communities and through programmes tailored to community need and delivered by a skilled, flexible and motivated staff.	1. Motivated staff should not be included specifically here, as all staff should be motivated.	1. Well-motivated staff are included in 'Service Delivery' theme and given this theme is focused on communities, this does not need to be repeated. ***Recommendation: retain strategic priority with deletion of 'and delivered by a skilled, flexible and motivated staff'.***
C2	We will continue to support the sustainable development of our parks, forests and green spaces, together with access to outdoor assets, including walking and cycling trails, and water recreation.	1. Revenue resourcing for upkeep of outdoor assets is critical in this theme and managing community expectations of the Council's drive to create sustainable community programmes. 2. Although there is reference to sustainable in the context of the sustainable development of our parks etc, there perhaps could be more emphasis on sustainability across the Plan in a wider sense.	1. Revenue resourcing has been identified above as significant (ECON5) for capital development. Here specifically, the sustainable development of assets will not be possible without appropriate revenue tails being built into projects. 2. See ENV0.
C3	We will, along with our community planning partners, work to address		

	poverty and deprivation across the Mid Ulster region.		
C4	We will support and promote respect for diversity and the integration of our minority communities.	1. (a) The Protestant Unionist Loyalist community recognise in particular the use of the term 'minority communities' when talking about the promotion of diversity and protection of culture. Given the demographics within Mid Ulster District Council, the Council officials and Councillors will note that the Protestant Unionist Loyalist communities are indeed in the minority. Therefore we await the ideas as to how you wish to help the Protestant Unionist Loyalist communities promote its rich heritage traditions and cultures displayed for hundreds of years across the Mid Ulster area. (b) Mid Ulster District Council has clearly set out their ambition to ensure local communities feel safe, and have their diversity respected and prosper equitably within the area. The Protestant Unionist Loyalist community feel very isolated, marginalised and disregarded throughout the Mid Ulster District area. The	1. Our commitments to equality of opportunity and good relations and our on-going community development and good relations programmes seek to address these issues.

		ambitious language used is creative and we await to see how these identified priorities are addressed within and throughout the Protestant Unionist Loyalist Community.	
C5	We will promote and protect regional minority languages and culture.	1. As per comments under Economy, the wider and valuable role which culture and arts services have, should be reflected in this theme.	1. This priority can be broadened to reflect the Community Plan commitment to 'develop, promote and sustain the arts in Mid Ulster'. ***Recommendation: replace this strategic priority (which continues to be part of the Community Plan) to reflect the broader commitment to 'develop, promote and sustain the arts in Mid Ulster'.***
C6	We will continue, through our community development programmes, financial assistance schemes and our partnership-working, to support local communities and to build capacity in the community and voluntary sector.	1. Given the level of community support via grants, they should be more visible in this priority rather than summarised under the term 'financial assistance'.	1. Priority wording can be amended to include reference to grant aid. ***Recommendation: retain strategic priority and remove 'financial assistance schemes' to replace with 'grant aid'.***

Corporate Commitments

The draft Plan also contained a series of 'corporate commitments' which work across and weave through each theme. Some respondents also commented on these as detailed in the table below.

Corporate Commitment	Comment	Action
Address rurality	None	Retain.
Promote equality of opportunity and good relations	None	Retain.
Continuously improve our services	None	Retain.
Design and deliver our services sustainably	1. See various comments on sustainability (Excellence Value, ENV0, ENV3, ENV4, C2, C3).	Retain.
Work in partnership across the public, private, community and voluntary sector to achieve shared objectives.	1. This definition would be strengthened with a re-focus on collaboration/collaborative working.	Retain, with amendment: replace 'work in partnership' with 'work collaboratively'.

General Comments

The final plan should include a profile of the Mid Ulster District and details of the Council's expenditure.

Internally, some services have responded to suggest they struggle to see where they 'fit'. This appears to be with statutory services in particular, as well as those which may be support services working across the organisation.

The plan should include more emphasis on our internal communications to ensure we are working and communicating across departments and not in isolation.

The plan is very 'Community Plan' focussed in terms of some priorities which are likely to be delivered by others, albeit the Council role most likely lobbying through influencing and shaping (road transportation, drainage and sewerage under Leadership).

Ursula Mezza
24 January 2020