






Measures	Symbols	Projects
More than 10% ahead of target		Ahead of Plan
Up to 5% behind target		N/A
More than 5% behind target		Behind Plan
Better than the same period last year		N/A
Worse than the same period last year		N/A

**List of Joint Corporate Plan themes and outcomes**

Theme and Outcome	Lead Director
<b>Theme 1 Economic Development and Enterprise</b>	
HPS 1.1 Higher quality, better paid jobs and reduced unemployment	Geoff Hughes
HPS 1.2 Increased participation in learning and higher levels of skills and achievement	Geoff Hughes
HPS 1.3 More and higher-spending visitors to the county	Geoff Hughes
HPS 1.4 Improved quality & availability of business accommodation and employment land	Geoff Hughes
HPS 1.5 Better roads, reduced traffic congestion, with more people walking, cycling or using public transport	Geoff Hughes
<b>Theme 2 Healthier Communities and Older People</b>	
HPS 2.1 People have longer, healthier lives, with reduced inequalities between different groups and localities	Sarah Aitken
HPS 2.2 Older people living fulfilled lives as active members of their communities	Marcia Pert
HPS 2.3 Vulnerable people able to live safely and independently in their own homes	Marcia Pert
HPS 2.4 Enhanced emotional well-being, with fewer suicides	Sarah Aitken
HPS 2.5 Personalised health and social care services, which offer people much greater choice and influence over their care	Marcia Pert
HPS 2.6 Improved dental health	Marcia Pert
<b>Theme 3 Children and Young People</b>	
HPS 3.1 Children and young people are healthy and have healthy life-styles, with less obesity and substance mis-use, and better dental and sexual health	Sarah Aitken
HPS 3.2 Children and young people are safe, secure and have stability	David Sanders

Theme and Outcome	Lead Director
HPS 3.3 Children and young people are enabled to develop personally, socially and emotionally, and to achieve high standards of educational attainment	David Sanders
HPS 3.4 Children and young people engage in further education, employment or training on leaving school	David Sanders
HPS 3.5 Children and young people engage in positive behaviour inside and out of school	David Sanders
HPS 3.6 Improved access to good quality care and other services for children, young people and their families through the work of Herefordshire's Children's Trust	David Sanders
<b>Theme 4 Safer Communities</b>	
HPS 4.1 Reduced levels of crime	Geoff Hughes
HPS 4.2 Reduced levels of anti-social behaviour	Geoff Hughes
HPS 4.3 Reduced harm from drugs and alcohol	Sarah Aitken
HPS 4.4 Communities to have enhanced resilience and recovery from emergencies through effective partnership planning and co-ordination	Sarah Aitken
HPS 4.5 Fewer accidents and injuries	Geoff Hughes
HPS 4.6 People feel as safe as they would like to be	Geoff Hughes
<b>Theme 5 Stronger Communities</b>	
HPS 5.1 Cohesive communities in which people feel accepted, confident and empowered, regardless of race, disability, gender, sexual orientation, age, religion or belief	Dean Taylor
HPS 5.2 Communities and individuals participating in local decisions and influencing them	Geoff Hughes
HPS 5.3 Affordable housing appropriate to people's needs and less homelessness, with support for vulnerable people to live independently	Geoff Hughes

Theme and Outcome	Lead Director
HPS 5.4 Fair access to the services residents need, including high quality sporting, cultural and recreational facilities and activities	Geoff Hughes
HPS 5.5 People are able to participate in, the life of their communities	Geoff Hughes
<b>Theme 6 The Environment</b>	
HPS 6.1 Reduced waste and increased recycling	Geoff Hughes
HPS 6.2 Reduced CO2 emissions and successful adaptation to unavoidable impacts of climate change	Geoff Hughes
HPS 6.3 Increased biodiversity	Geoff Hughes
HPS 6.4 Natural resources are conserved and landscape character maintained, with sustainable land management	Geoff Hughes
HPS 6.5 Investment in high quality streets, public spaces and the built environment	Geoff Hughes
<b>Theme 7 Organisational Improvement and Greater Efficiency</b>	
HPS 7.1 The highest standards of leadership, governance and integrity	Dean Taylor
HPS 7.2 Demonstrable value for money	David Powell
HPS 7.3 Streamlined, efficient operations, including the integrated delivery of services across the boundaries of different organisations	David Powell
HPS 7.4 High levels of customer and citizen satisfaction	Dean Taylor
HPS 7.5 A highly skilled, highly motivated workforce that works in effective partnership with other organisations	Dean Taylor
HPS 7.6 Highly rated under Comprehensive Area Assessment and World Class Commissioning, and recognised as exemplars regionally and nationally	Dean Taylor