








Measures	Symbols	Projects
More than 10% ahead of target		Ahead of Plan
Achieved or exceeded target by less than 10%		On schedule
Up to 5% behind target		N/A
More than 5% behind target		Behind Plan
Better than the same period last year		N/A
Same performance as last year		N/A
Worse than the same period last year		N/A

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

<b>Theme and Outcome</b>	<b>Lead Director</b>
<b>Theme 1 Economic Development and Enterprise</b>	
HPS 1.1 Higher quality, better paid jobs and reduced unemployment	Places and Communities
HPS 1.2 Increased participation in learning and higher levels of skills and achievement	Places and Communities
HPS 1.3 More and higher-spending visitors to the county	Places and Communities
HPS 1.4 Improved quality & availability of business accommodation and employment land	Places and Communities
HPS 1.5 Better roads, reduced traffic congestion, with more people walking, cycling or using public transport	Places and Communities
<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	Peoples Services
HPS 2.2 Older people living fulfilled lives as active members of their communities	Peoples Services
HPS 2.3 Vulnerable people able to live safely and independently in their own homes	Peoples Services
HPS 2.4 Enhanced emotional well-being, with fewer suicides	Peoples Services
HPS 2.5 Personalised health and social care services, which offer people much greater choice and influence over their care	Peoples Services
HPS 2.6 Improved dental health	Peoples Services
<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	Peoples Services

Theme and Outcome	Lead Director
HPS 3.2 Children and young people are safe, secure and have stability	Peoples Services
HPS 3.3 Children and young people are enabled to develop personally, socially and emotionally, and to achieve high standards of educational attainment	Peoples Services
HPS 3.4 Children and young people engage in further education, employment or training on leaving school	Peoples Services
HPS 3.5 Children and young people engage in positive behaviour inside and out of school	Peoples Services
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	Peoples Services
<b>Theme 4 Safer Communities</b>	
HPS 4.1 Reduced levels of crime	Places and Communities
HPS 4.2 Reduced levels of anti-social behaviour	Places and Communities
HPS 4.3 Reduced harm from drugs and alcohol	Peoples Services
HPS 4.4 Communities to have enhanced resilience and recovery from emergencies through effective partnership planning and co-ordination	Peoples Services
HPS 4.5 Fewer accidents and injuries	Places and Communities
HPS 4.6 People feel as safe as they would like to be	Places and Communities
<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	Corporate Services
HPS 5.2 Communities and individuals participating in local decisions and influencing them	Places and Communities

Theme and Outcome	Lead Director
HPS 5.3 Affordable housing appropriate to people's needs and less homelessness, with support for vulnerable people to live independently	Places and Communities
HPS 5.4 Fair access to the services residents need, including high quality sporting, cultural and recreational facilities and activities	Places and Communities
HPS 5.5 People are able to participate in, the life of their communities	Places and Communities
<b>Theme 6 The Environment</b>	
HPS 6.1 Reduced waste and increased recycling	Places and Communities
HPS 6.2 Reduced CO2 emissions and successful adaptation to unavoidable impacts of climate change	Places and Communities
HPS 6.3 Increased biodiversity	Places and Communities
HPS 6.4 Natural resources are conserved and landscape character maintained, with sustainable land management	Places and Communities
HPS 6.5 Investment in high quality streets, public spaces and the built environment	Places and Communities
<b>Theme 7 Organisational Improvement and Greater Efficiency</b>	
HPS 7.1 The highest standards of leadership, governance and integrity	Corporate Services
HPS 7.2 Demonstrable value for money	Corporate Services
HPS 7.3 Streamlined, efficient operations, including the integrated delivery of services across the boundaries of different organisations	Corporate Services
HPS 7.4 High levels of customer and citizen satisfaction	Corporate Services
HPS 7.5 A highly skilled, highly motivated workforce that works in effective partnership with other organisations	Corporate Services

<b>Theme and Outcome</b>	<b>Lead Director</b>
HPS 7.6 Highly rated under Comprehensive Area Assessment and World Class Commissioning, and recognised as exemplars regionally and nationally	Corporate Services