



|   |                       |  |                   |
|---|-----------------------|--|-------------------|
| <b>INITIAL IMPLEMENTATION PLAN FOR:</b> |                       | <b>ANTI-SOCIAL BEHAVIOUR REDUCTION</b> |                   |
| Year Plan is for:                       | 2010/11               |  |                   |
| Date Written:                           | June 2010             | Date last edited/version:              | 22 June 2010      |
| Written/Owned By:                       |                       | Edited by:                             | Hilary Marsh      |
| Theme:                                  | Anti-Social Behaviour | Lead Agency:                           | Wiltshire Council |

|                          |  |
|--------------------------|--|
| <b>Desired Outcomes:</b> | <ul style="list-style-type: none"> <li>• Reduce the level of Anti-Social Behaviour in Wiltshire</li> <li>• Deliver Minimum Service Standards for victims and witnesses</li> <li>• Fulfil statutory responsibilities under Section 17 Crime and Disorder Act</li> </ul> |
|--------------------------|--|

| National Indicators   | Cross Ref to other documents and plans   | Legislative Powers  |
|---|--|---|
| <b>NI 17 - Perceptions of ASB (LAW and LAA)</b><br><b>NI 21 – Dealing with concerns about ASB &amp; crime by local Council &amp; Police</b><br>NI 27 - Local concerns about ASB and crime (LAW)<br>NI 41 - Perceptions of drunk or rowdy behaviour (LAW)<br>NI 195 - Improved street an environmental cleanliness (LAW and LAA)<br>British Crime Survey (crime figures) | Local Agreement Wiltshire:<br>British Crime Survey (crime figures)<br>Restorative Wiltshire<br>Children & Young Peoples Plan<br>Wiltshire Community Safety Partnership Plan<br>Wiltshire CSP Alcohol Reduction Strategy<br>Policing Plan<br>Wiltshire Criminal Justice Board Plan<br>Confidence Plan<br>Policing Pledge<br>Minimum Standards<br>Safe and Confident Neighbourhoods Strategy | Crime and Disorder Act 1998 (updated by Police Reform Act 2002)<br>Anti-Social Behaviour Act 2003<br>Environmental Protection Act 1990<br>Clean Neighbourhood & Environment Act 2005<br>Noise Act 1996<br>Licensing Act 2003<br>Violent Crime Act<br>Housing Act 2004<br>Local Government Act 1972<br>Refuse Disposal (Amenity) Act 1978<br>Children Acts |

|   |
|---|
| <b>Risks to whole plan:</b>   |
| <ul style="list-style-type: none"> <li>• No co-ordinated approach to reduction of Anti-Social Behaviour.</li> <li>• Impact of the current financial crisis.</li> <li>• Undermine trust and confidence of the public and amongst practitioners charged with delivery.</li> <li>• Undermine reputation of the Community Safety Partnership.</li> <li>• Undermine reputation of each individual partner organisation.</li> </ul> |

| 1 PREVENTION                         |  |   |   |                          |   |   |   |  |
|--------------------------------------|--|---|---|--------------------------|---|---|---|--|
| No.                                  | Actions to be taken  | Lead Officer(s)   | Milestones*   | Milestone delivery dates | Measurable Outcomes*  | Resources   | Links to other plans                                |  |
| 1.1                                  | To improve information sharing between agencies to ensure a co-ordinated approach.           | <i>Police Performance Officer/Partnership Manager</i>   | 14 codes and definitions agreed by all partners.  | July 2010                | <ul style="list-style-type: none"> <li>Data produced by analyst to identify ASB hotspots has received information from all relevant agencies.</li> <li>Public can be provided with information as to how an incident has been treated.</li> </ul> | Performance Officers  | <i>Police - 14 codes</i><br><i>RSL's - 15 codes</i> |  |
|                                      |  | <i>Partnership Manager</i>                              | All agencies using 14 codes to record ASB within existing monitoring arrangements   | July 2010                |   |   |   |  |
|                                      |  | <i>Wiltshire Council: Research Manager</i>              | Audit of ASB reporting systems within Wiltshire Council. Action plan written to improve./co-ordinate practices by Wilts Council, Police and RSLs.                                   | July 2010                |   | £10,000 Minimum Standards grant. Analyst employed on short-term contract (3 months) to do this work. Will be based at Wiltshire Council with Phil Morgan's team | Minimum Standards action 1 & 3. Alcohol strategy.   |  |
|                                      |  | <i>Police and Wiltshire Council ASB Manager</i>         | Co-ordinated case management system agreed by partners  | September 2010           |   |   |   |  |
|                                      |  | <i>Police and Wiltshire Council ASB Manager</i>         | Case management system implemented by partners.   | December 2010            |   |   |   |  |
|                                      |  | <i>Police</i>   | Partnership information sharing protocol in place.  | July 2010                |   | All NPTs and officers from all partner agencies attended training/workshop  |   |  |
|                                      |  | <i>Wiltshire Council ASB Manager</i>                    | Annual ASB conference arranged and delivered  | Oct 2011                 |   |   | Officer time – Police and Wiltshire council         |  |
|                                      |  | <i>Wiltshire Police – Learning and Development Team</i> | Joint training for NPTs and partners provided and delivered. Topics to include understanding of use and application of powers and tools available/desk top exercise/problem solving | December 2010            |   | Protocol developed and agreed   | £5650 Minimum Standards Grant                       |  |
| <i>Police - Divisional Commander</i> | Community Safety Officers/ASBROs and Community Area Board Managers invited to Sector Tasking | Mar 2011  | Officer time  | Total Place              |   |   |   |  |

| 1 PREVENTION |   |   |   |                                 |  |  |                        |
|--------------|---|---|---|---------------------------------|--|--|------------------------|
| No.          | Actions to be taken   | Lead Officer(s)   | Milestones*   | Milestone delivery dates        | Measurable Outcomes*   | Resources  | Links to other plans   |
|              |   | <i>Selwood Housing on behalf of all Registered Social Landlords</i>     | Clear protocol agreed for sharing intelligence between RSL's and other partners to improve neighbourhood management   | December 2010                   |  |  |                        |
| 1.2          | To develop an effective system for the production of Problem Profiles to provide a clear picture of ASB incidents and to identify priority areas of activity. | <i>Police – Citizen Focus</i>   | Introduction of single non-emergency number.  | December 2010                   | Through Peoples Voice survey public confidence is shown to increase, measured by related NIs.<br><br>Through Wiltshire Council Residents Magazine details of reporting systems will reach every household in the county<br><br>Lorraine Jones, hosted by Police, is available for ASB work<br>Links to be made with multi-agency strategic and local Public Safety Events Meetings |  | Minimum Standard 6     |
|              |   | <i>Wilts Council ASB Manager</i>  | Pilot system for on-line anti-social behaviour reporting to be trialled on Wilts Council web-site ( 3 month pilot starting in Sept 2010)                    | December 2010                   |  | Police and Wiltshire Council web-team              |                        |
|              |   | <i>Police –Citizen Focus</i>  | Risk assessment process in adopted by all partners to assist identification of vulnerability of victims at first point of contact.                          | July 2010                       |  |  |                        |
|              |   | <i>Police</i>   | ASB analytical researcher available to partners.  | July 2010                       |  | Minimum Standards Grant £10,000 to pay for analyst | Minimum Standard 3     |
|              |   | <i>Sarsen, Westlea, Selwood and Wiltshire Council ASB Working Group</i> | Vulnerable families and individuals identified through general contact by housing officers.   | Annual report                   |  | Housing Officers                                   |                        |
|              |   | <i>Wiltshire Council – ASB Manager</i>                                  | Plans agreed for preventative actions to tackle identified asb hot spots/public safety events using quarterly asb data.                                     | 1 <sup>st</sup> input July 2010 |  |  |                        |
|              |   |   | Promote ASB reporting systems ( on-line, log sheets, etc) to all Partners and the community   | Sept 2010                       |  | Officer time                                       | Minimum Standard 6 & 7 |
| 1.3          | Co-ordinate and tackle <b>community based</b> and individual cases of ASB effectively in partnership.   | <i>Wiltshire Council: ASB Manager</i>                                   | Agree Flow chart showing process for accessing multi-agency partnership responses   | July 2010                       | ASB Panels deliver appropriate outcomes.<br>No of individual reported to ASB panels – monitored by WASBeRG.  |  | Minimum Standard 1     |
|              |   | <i>Wiltshire Council – ASB Manager</i>                                  | Key Partners have an understanding of their roles and responsibilities and those of other partners to implement ASB powers and tools. Demonstrated by no of | Quarterly                       |  |  | Minimum Standard 1     |

| <b>1 PREVENTION</b> |   |  |   |  |  |   |                             |
|---------------------|---|--|---|--|--|---|-----------------------------|
| <b>No.</b>          | <b>Actions to be taken</b>  | <b>Lead Officer(s)</b>                 | <b>Milestones*</b>  | <b>Milestone delivery dates</b>                      | <b>Measurable Outcomes*</b>  | <b>Resources</b>  | <b>Links to other plans</b> |
|                     |   |  | individuals referred to ASB Panels  |  |  |   |                             |
|                     |   | <i>Wiltshire Council – ASB Manager</i> | Calendar for Multi-agency ASB panel meetings available for all partners   | June 2010  |  |   |                             |
|                     |   | <i>Wiltshire Council – ASB Manager</i> | Terms of Reference for ASB panel meetings agreed by all partners  | June 2010  |  |   |                             |
|                     |   | <i>Police and Wiltshire Council</i>    | Guidance notes/Process to set up problem solving meetings to address community (rather than individuals) issues when necessary agreed (including T&F) | June 2010  |  |   |                             |
| 1.4                 | Provide robust management information (MI) into Partnership Monitoring and Reporting process. | <i>Partnership Manager</i>             | Targets, outcomes and monitoring process agreed with Partners   | Q1: Jul 10<br>Q2: Oct 10<br>Q3: Jan 11<br>Q4: Apr 11 | ASB RAG in Partnership reporting is reliable by January 2011.                |   |                             |
|                     |   | <i>Partnership Manager</i>             | All agencies and services across the partnership involved in ASB provide monitoring information into LAA and NI reporting.                            | July 2010  |  |   |                             |
| 1.5                 | Develop ASB Toolkit for community engagement and involvement in ASB prevention.               | <i>Wiltshire Council/Police/RSL</i>    | ASB Toolkit amended and available for use by Area boards  | July 2010  | Toolkit used across 18 Area Boards by March 2011.                            |   |                             |
|                     |   | <i>Wiltshire Council</i>               | Councillors aware of ASB powers and tools and about new toolkit being developed.  | July 2010  |  | Officer time  |                             |
|                     |   | <i>All partners</i>                    | All agencies updated regarding their responsibilities around section 17 of the Crime and Disorder Act 1998  | September 2010                                       | CIr training delivered by end of July 2010.                                  |   |                             |
| 1.6                 | Design out crime  | <i>Wiltshire Council</i>               | Planning Officers aware of Section 17 of the Crime and Disorder Act, and relevance to planning decisions required to reduce ASB.                      | December 2010  | ASB can be proved to be considered in all relevant new builds by March 2011. | Police Architectural Liaison Officer available for advice on all planning issues. |                             |

| 2 INTERVENTION |  |   |   |                          |  |   |                      |
|----------------|--|---|---|--------------------------|--|---|----------------------|
| No.            | Actions to be taken  | Lead Officer(s)   | Milestones*   | Milestone delivery dates | Measurable Outcomes*   | Resources   | Links to other plans |
| 2.1            | To deliver early proportionate interventions to tackle ASB   | <i>Partnership analyst</i>  | Data used to plan targeted coordinated interventions, campaigns and activities in identified hotspots in areas with highest reports/perception of ASB identified.   | September 2010           | Effective and immediate action taken by relevant agencies on reported ASB, causing public confidence to grow.<br><br>Links created with Public Events Safety Group   | Partnership analyst   |                      |
|                |  | <i>Lead depends on campaign</i>   | Targeted activities delivered in identified areas and events. in 5 areas  | December 2010            |  | £5000 to support activities and events  | Minimum Standard 6   |
|                |  | <i>Partnership Manager</i>  | A calendar of Community Safety campaigns in place :   | July 2010                |  | Public Events Safety Group meetings   |                      |
|                |  | <i>Police:</i>  | Training of Restorative approaches planned and delivered to key partners  | March 2011               |  |   | Minimum Standard 6   |
|                |  | <i>Wiltshire Council</i>  | Area Boards and Community Partnership provided with twice yearly opportunities to feed back on community issues.  | Twice yearly             |  |   |                      |
| 2.2            | To provide early proportionate preventative interventions to tackle ASB, by provide support for young people and families. | <i>Wiltshire Council: Substance Misuse and Crime Prevention Manager</i> | Develop and implement Targeted support/prevention projects<br><br>Menu of interventions delivered by partners for use with parents, youths and schools.<br><br>Increase in 'joined-up work between ASB Panels and Schools.<br><br>All ASB panels consider use of relevant interventions for individual cases. | July 2010                | ASB decreases in areas proportionately with families being supported by FIP team<br><br>Nos removed from ASB Panel as a result of effective intervention.<br><br>Nos of individual not progressing towards ASBO application<br><br>ASB decreases in areas proportionately with number of young people attending positive youth activities. | Services currently provided through Wiltshire Council.<br><b>Funding ends in March 2011.:</b><br><b>Youth Intervention Project:</b> for 13 – 17yrs at risk of being involved in crime in West Wilts .<br><b>Families in Focus</b> 14- 17yrs across county for young people using alcohol and/or cannabis<br><b>Motivate</b> - under 18yrs across county for YP requiring treatment for substance misuse | Ask SLA              |

| 2 INTERVENTION |                     |                                  |  |                          |                      |   |                      |
|----------------|---------------------|----------------------------------|--|--------------------------|----------------------|---|----------------------|
| No.            | Actions to be taken | Lead Officer(s)                  | Milestones*  | Milestone delivery dates | Measurable Outcomes* | Resources   | Links to other plans |
|                |                     |                                  |  |                          |                      | <p><b>Wiltshire Accommodation Support</b> for YP – 16-17 yrs olds at risk of homelessness or who are homeless.</p> <p><b>Family Intervention Project</b> in Bemerton to support families that reach FIP threshold and have young people at risk of crime.</p> <p><b>Hidden Harm</b> –to support young people whose parents are problematic substance misusers</p> <p><b>Parenting</b> – support for YP in YOS and Prevention projects</p> <p><b>Junior ARPOV</b> dedicated support for young people arrested with alcohol related offence ( starting July 2010)</p> |                      |
|                |                     | <i>Head of Targetted Support</i> | <p>Review/establish guidance for use of ASB Powers and Tools to prevent young people from entering criminal justice system.</p> <p>Review/establish protocols with Police, CPS/ASBROs and NPTs to promote and increase diversionary activities including restorative justice approaches.</p> | Quarterly                |                      | Youth Offending Services  |                      |

| <b>2 INTERVENTION</b> |  |  |  |                                       |  |  |                             |
|-----------------------|--|--|--|---------------------------------------|--|--|-----------------------------|
| <b>No.</b>            | <b>Actions to be taken</b>   | <b>Lead Officer(s)</b>   | <b>Milestones*</b>   | <b>Milestone delivery dates</b>       | <b>Measurable Outcomes*</b>  | <b>Resources</b>   | <b>Links to other plans</b> |
|                       |  | <i>Head of Targeted Services (education, children and families, mental health, ewo, extended schools</i> | Identify links with the proposed new Targeted Services structure when implemented. Each hub will have all services relating to children and yp (4 main partners PCSO/YDS/Schools/Prevention)   | Mar 2011                              |  | Extended Schools Co-ordinators   |                             |
|                       |  | <i>Wiltshire Council: Youth Development Service and Leisure Services</i>                                 | Coordinated diversionary youth activities targeted at ASB as recommended in Audit commission's 'Tired of Hanging Around' report delivered in priority areas  | To run July – August 2010             | Reduction in number of young people entering the criminal justice system   | LPSA funding; Tired of Hanging Around Working Group; Wiltshire Alternative Youth Sports team. Splash Project Inspire |                             |
|                       |  |  |  |                                       | Reduction in no of reports of asb in areas where sport/leisure activity has been delivered                         |  |                             |
| 2.3                   | To deliver early proportionate interventions to tackle ASB, to reduce Alcohol/Drug related ASB | <i>Wiltshire Council: Joint Commissioning Manager Adult Substance misuse</i>                             | Work with Adult Social Care to implement actions in the Alcohol Strategy linked specifically to the ASB implementation plan. ASBROs to be included on care plan and kept informed if individuals cause public disturbance due to alcohol | December 2010                         | Alcohol Strategy, in conjunction with ASB implementation plan, records reduction in alcohol related ASB incidents. |  | Alcohol Strategy VCR        |
|                       |  | <i>Wiltshire Council: ASBR Team</i>  | T&F groups set up to tackle local issues relating to alcohol related ASB in Community Areas  | Minimum of 5 T&F groups set up by end |  |  |                             |

| <b>2 INTERVENTION</b> |  |   |  |                                      |   |  |                             |
|-----------------------|--|---|--|--------------------------------------|---|--|-----------------------------|
| <b>No.</b>            | <b>Actions to be taken</b>   | <b>Lead Officer(s)</b>  | <b>Milestones*</b>   | <b>Milestone delivery dates</b>      | <b>Measurable Outcomes*</b>   | <b>Resources</b>   | <b>Links to other plans</b> |
|                       |  |   |  | of March 2011                        |   |  |                             |
|                       |  | <i>BADAS Manager</i>  | Monitor offenders in ARPOV involved in ASB related incidents.  | Quarterly                            |   | £35,000 Partnership funding  | Alcohol Strategy VCR        |
|                       |  | <i>Wiltshire Council: Licensing Officer</i>   | Monitor Alcohol Strategy/Implementation Plan to ensure actions to tackle alcohol related ASB are delivered         | Quarterly                            |   |  | Alcohol Strategy VCR        |
|                       |  | <i>Wiltshire Council: Housing Options</i>   | Research completed into needs for Alcohol Related homelessness.  | October 2010                         |   |  | Homelessness Strategy       |
|                       |  | <i>Wiltshire Council: Housing Options</i>   | Care and support Provisions in place based on identified needs of adult alcoholics who cause ASB in the community. | March 2011                           |   |  | Homelessness Strategy       |
| 2.4                   | Co-ordinate strategic and operational responses to support vulnerable victims of ASB ( hate/race/disability crime. | <i>Wiltshire Police – Community Affairs</i>   | Increase in the numbers of hardest to reach/vulnerable people in the community reporting ASB incidents             | Need to set a baseline at March 2011 | Monitoring demonstrates ASB interventions support more accessible reporting methods. Raise awareness of problems faced by this client group | WC leading new Hate Crime Group together with Wiltshire People First.. |                             |
|                       |  | <i>Wiltshire Council: Commissioning Manager People with Learning Difficulties I</i> | Work with multi-agency hate Crime Group to improve reporting methods for people with learning difficulties.        |                                      | Acceptance and use of easy read log sheets, letters etc.  |  |                             |
|                       |  | <i>Wiltshire Council: Head of Social Care Policy</i>                                | Training provided for social care staff and care workers to identify and report ASB/harassment                     | March 2011                           | Training of case workers to report asb  |  |                             |

### **3 ENFORCEMENT**



| No. | Actions to be taken   | Lead Officer(s)   | Milestones*  | Milestone delivery dates | Measurable Outcomes*   | Resources           | Links to other plans |
|-----|---|---|--|--------------------------|--|---------------------|----------------------|
| 3.1 | Ensure relevant powers and tools are used appropriately by all Partners | <i>Police, Wiltshire Council, Housing Providers</i>             | Front line officers have received training and information about tools and powers available to all partners. ( See Item 1.1 – training)  | Quarterly                | Process and mechanisms for ASB sanctions can be demonstrated to be used by all Partners e.g. No of ABCs, Injunctions, Parenting Contracts, ASBOs.<br><br>Training provided by CPS<br><br>No of ASBOs applied for by Wiltshire Council and Wiltshire Police |                     |                      |
|     |   | <i>Police, Wiltshire Council and Crown Prosecution Service.</i> | Develop closer working links CPS and magistrates   | July 2010                |  |                     |                      |
|     |   | <i>Police : Persistent and Prolific Offenders Manager</i>       | Links identified between Integrated Offender Managements (IOM) scheme and ASB practices.   | December 2010            |  |                     |                      |
|     |   | <i>Police and Wiltshire Council</i>                             | Good practice identified and shared between Wiltshire and other similar CSPs in relationship to ASB reduction/intervention & enforcement | Twice a year.            |  |                     |                      |
|     |   | <i>Wilts Council/Police Lega Services</i>                       | Source of legal advice identified and agreed for Partners  | July 2010                |  | No budget allocated |                      |
|     |   | <i>Police: Criminal Justice Unit</i>                            | Post-conviction ASBO Protocol reviewed and agreed by all Partners and CPS  | March 2011               |  |                     |                      |
|     |   | <i>Police: Citizen Focus</i>                                    | Alignment of strategic objectives relating to ASB with Swindon.  | July 2010                |  |                     |                      |

#### 4 REASSURANCE (Confidence)

| No. | Actions to be taken  | Lead Officer(s)  | Milestones*   | Milestone delivery dates | Measurable Outcomes*  | Resources              | Links to other plans             |
|-----|--|--|---|--------------------------|---|------------------------|----------------------------------|
| 4.1 | Reduce signal crimes i.e. vandalism/criminal damage/'broken window syndrome' and vehicle related Anti-Social behaviour | <i>Police and, Wiltshire Council: Neighbourhood Services</i> | Reporting mechanisms in place to enable inter-agency complaint/report sharing relating to graffiti, criminal damage, littering. | September 2010           |   |                        | NI 105                           |
| 4.2 | To <b>improve</b> the local <b>perception</b> of Anti-Social Behaviour   | <i>Wiltshire Council and Police: Communications Group.</i>   | Partnership Communication plan to pilot a campaign about Antisocial Behaviour.  | March 2011               | Anti-Social Behaviour Information delivered to public.<br>People's Voice survey and other surveys | People's Voice Surveys | NI 17 Minimum Standards 6, 8 & 9 |
|     |  | <i>Wiltshire Council: Research Manager</i>                   | Low <b>perception</b> hotspots identified in action 2.1 lead to local actions   | February 2011            |   | Mosaic analysis        |                                  |

#### 4 REASSURANCE (Confidence)

| No. | Actions to be taken                      | Lead Officer(s)  | Milestones*  | Milestone delivery dates                                      | Measurable Outcomes*   | Resources   | Links to other plans       |
|-----|--|--|--|---|--|---|----------------------------|
|     |  |  | delivered to improve perceptions in hotspots.  |   | indicate improved perception.  |   |                            |
|     |  | <i>Police: Citizen Focus</i>                             | Community is kept advised on actions taken via co-ordinated briefings of ASB delivery through various publications and reports to Area Boards  | Contributions in 5 publications a quarter. Area board Reports | Generic template used by all Inspectors for reports to Area Board provides or information about local partnership actions to be provided to community. | Area Board Meetings   |                            |
| 4.3 | Provide support to victims and witnesses | <i>Police/Wilts Council/RSLs</i>                         | Victim support resource provided and available   | September 2010  | No of cases referred to victim Support worker through ASB Panels   | One year pilot to provide p/time Victim Support Officer funded by £15,000 Minimum Standards grant | Minimum Standard 6         |
|     |  | <i>Police/Wilts Council</i>                              | Processes developed, including risk assessment and Case Management, by all partners, to identify and take prompt action to respond to vulnerable and repeat victims within 3 working | Sept 2010   | Annual audit of ASB Minimum Standards shows good processes in place for co-ordinated response..  |   | Minimum Standard 4         |
|     |  | <i>Wilts Council/Police Citizen Focus</i>                | ASB Minimum Standards/Victims Charter Developed and agreed by Partners   | June 2010   |  |   | Minimum Standard 4         |
|     |  | <i>Police/Wilts Council/</i>                             | ASB Minimum Standards/Victims Charter Leaflets published , on web-site and distributed to all victims  | July 2010   |  |   | Minimum Standard 2, 3 & 11 |
|     |  | <i>Wiltshire Council and Police Communications Dept.</i> | 2 page article re. ASB/Min Standards in Wiltshire Resident's Magazine  | September 2010  |  |   |                            |
|     |  | <i>All partners</i>                                      | Complaints and outcomes of ASB incidents fed back to victims on a regular basis. Feedback monitored at ASB panel meetings  | Quarterly   | Positive response from victims recorded on Customer satisfaction reports   |   | Minimum Standard 11        |

| <b>4 REASSURANCE (Confidence)</b> |                            |                        |                    |                                 |                             |                  |                             |
|-----------------------------------|----------------------------|------------------------|--------------------|---------------------------------|-----------------------------|------------------|-----------------------------|
| <b>No.</b>                        | <b>Actions to be taken</b> | <b>Lead Officer(s)</b> | <b>Milestones*</b> | <b>Milestone delivery dates</b> | <b>Measurable Outcomes*</b> | <b>Resources</b> | <b>Links to other plans</b> |
|                                   |                            |                        |                    |                                 |                             |                  |                             |

**\* Milestones & Measurable Outcomes = dates actions to be achieved by, numbers to be achieved, items/events to be produced, etc.**

|                                  |              |                                  |  |
|----------------------------------|--------------|----------------------------------|--|
| Date approved by Champion        | 17 June 2010 | Champion Signature               |  |
| Date Approved by Executive Board | 17 June 2010 | Executive Board Chair Signature: |  |