

## Minutes of the Nottinghamshire Safeguarding Adults Board Meeting

## Held on 14<sup>th</sup> January 2016

Nottinghamshire Safeguarding Adults Board C/o Safeguarding Adults Strategic Team County Hall West Bridgford Nottingham NG2 7QP Tel No: 0115 977 3911

## Attendance List for the NSAB Meeting 14th January 2016

NAME	ORGANISATION	PRESENT	APOLOGIES	ABSENT
Allan Breeton Chair	Independent Chair, Nottinghamshire Safeguarding Adults Board	1		
Amanda Sullivan Vice Chair	Chief Operating Officer, Newark and Sherwood Clinical Commissioning Group	V		
Bernadette Carter	Senior Solicitor (Litigation), Safeguarding and Social Care, Legal Services, Nottinghamshire County Council		V	
Caroline Baria Board Member	Service Director, Strategic Commissioning, Access and Safeguarding, Nottinghamshire County Council	V		
Claire Bearder Board Member	Group Manager, Access and Safeguarding, Nottinghamshire County Council	V		
David Pearson Board Member	Corporate Director, Adult Social Care, Health and Public Protection, Nottinghamshire County Council	√		
Deborah Kitson Associate Member	Chief Executive Officer, Ann Craft Trust		V	
Denise Nightingale Board Member	Chief Nurse and Executive Lead for Quality and Safety, NHS Bassetlaw Clinical Commissioning Group		N	
Elaine Moss Board Member	Director of Quality and Governance, Newark and Sherwood Clinical Commissioning Group		N	
Helen Chamberlain Board Member	Superintendent, Nottinghamshire Police			
Julie Cuthbert Board Member	Senior Communications Business Partner, Nottinghamshire County Council			
Julie Gardner Board Member	Associate Director, Safeguarding and Social Care, Nottinghamshire Healthcare NHS Trust	$\checkmark$		
Karmon Hawley Board Member	Inspection Manager, Adult Social Care Inspection Directorate, Care Quality Commission		V	
Moira Hardy Board Member	Deputy Director of Nursing, Midwifery and Quality, Doncaster & Bassetlaw Hospitals NHS Foundation Trust	1		

L:\Adult Protection\Team\Safeguarding Adults\Functions, Activities, Work\NSAB Committee\3. Minutes\2016\20160114 - Development Day\NSAB Minutes 20160114 - FINAL.doc Page 2 of 13

Nichola Bramhall Deputy Board Member	Director of Nursing and Quality, Nottingham North and East, Nottingham West and Rushcliffe Clinical Commissioning Groups			
Gail Colley-Bontoft – Deputy for Nichola Bramhall	Head of Quality and Adult Safeguarding, South Nottinghamshire Clinical Commissioning Groups	V		
Nicola Ryan Board Member	Deputy Chief Nurse, NHS Bassetlaw Clinical Commissioning Group	$\checkmark$		
Nigel Hill Board Member	Head of Nottinghamshire National Probation Service	$\checkmark$		
Richard Cropley Board Member	Persons at Risk Team Manager, Nottinghamshire Fire and Rescue Service			
Rob Morris (Dr) Board Member	Consultant Physician, Nottingham University Hospitals NHS Trust			
Ruth Hyde Board Member	Chief Executive Officer, Broxtowe Borough Council	$\checkmark$		
Sarah Banks Associate Member	Advanced Legal Practitioner, Legal Services, Nottinghamshire County Council			
Steve Edwards Board Member	Service Director, Children's Social Care, Nottinghamshire County Council	$\checkmark$		
Stuart Sale Board Member	Nottinghamshire Safeguarding Adults Board Manager, Safeguarding Adults Strategic Team, Nottinghamshire County Council	$\checkmark$		
Sue Bowler Board Member	Director of Nursing, Sherwood Forest Hospitals Trust			
Sue Matthews Associate Member	Crown Advocate, Crown Prosecution Service			
Wendy Hazard Board Member	Locality Quality Manager – Nottinghamshire, North Division East Midlands Ambulance Service		$\checkmark$	
Anna Jakeman – Minute Taker	Business Support, Safeguarding Adults Strategic Team, Nottinghamshire County Council	$\checkmark$		
		 	<u>                                     </u>	
Colin Pettigrew – Guest	Corporate Director for Children, Families and Cultural Services	V		

Tina Nock – Guest	Deputy Mental Health, POC and High		
	Secure Lead, Specialised Commissioning, NHS England (Midlands and East Region)		

## Minutes of the NSAB Meeting 14<sup>th</sup> January 2016

Agenda Item	Discussion	Action by	By date
1.	Welcome, Introductions and Apologies		
	Allan Breeton welcomed all to the meeting, apologies were given as detailed above, and introductions were made.		
2.	Minutes of the Board Meeting held on 8 <sup>th</sup> October 2015		
	Points of Accuracy		
	Nicola Ryan noted that her job title was incorrect and should state that she is Deputy Chief Nurse.		
2.1	Action: Anna Jakeman is to amend the minutes of the meeting on 8 <sup>th</sup> October 2015 to reflect Nicola Ryan's correct job title. Update: the minutes have been updated.	Anna Jakeman	15.01.16
	There were no other points of accuracy raised, and the minutes were agreed to be a true and accurate record of the meeting.		
	Matters Arising		
	Action 2.1 – Allan Breeton is to update the Board at the January meeting on the briefing given to the Chief Officers' Forum on 13 <sup>th</sup> November 2015: Allan confirmed that he and Caroline Baria had presented to the Chief Officers' Forum, and they were happy with the update given.		
	Action 2.2 – Claire Bearder is to provide an update on the work being done by Becky Sampson in looking at the requirement for organisations to carry out reviews of internal policies and procedures in order that assurance can be provided that safeguarding arrangements are in place and any lessons from the Savile case are explored in social care: Claire distributed a paper written by Becky Sampson on the work to be undertaken within Nottinghamshire County Council further to the Jimmy Savile investigations.		
	Action 2.3 – Allan Breeton is to provide an update in relation to the meeting which is scheduled to take place on 27 <sup>th</sup> October 2015 to discuss the issues facing the Board in relation to NHS England's involvement and engagement with Board business: Allan confirmed that further to the meeting in October, Tina Nock was in attendance at this meeting, and would be liaising with the Board going forward.		
	Action 2.4 – Allan Breeton is to organise a meeting in relation to the possible funding for safeguarding boards, and provide an update to the NSAB at the January meeting: This action is to be carried forward to the next meeting in April.		
2.2	Action: Allan Breeton is to organise a meeting in relation to the possible funding for safeguarding boards, and provide an update to the NSAB at the April meeting.	Allan Breeton	14.04.16
	Action 2.5 – Allan Breeton and Julie Cuthbert are to meet to review the films		

L:\Adult Protection\Team\Safeguarding Adults\Functions, Activities, Work\NSAB Committee\3. Minutes\2016\20160114 - Development Day\NSAB Minutes 20160114 - FINAL.doc Page 5 of 13

	obtained from Unchosen, and provide an update to the Board at the next meeting as to how they will be utilised:		
	Julie Cuthbert stated that, having reviewed the films, she felt they would be useful for the Training Sub-Group to utilise.		
2.3	Action: Stuart Sale is to discuss with the Training Sub-Group how the NSAB can best utilise the films obtained from the charity, Unchosen.	Stuart Sale	26.05.16
	Action 2.6 – Allan Breeton is to provide a further update on the chairing of the sub-groups at the January Board meeting: This had been discussed at the Board's Development Session on the morning of 14 <sup>th</sup> January, and the structure of the sub-groups is to be reviewed with input from chairs, the Nottinghamshire Safeguarding Children Board, and the Children's and Adults' Safeguarding Board in Nottingham City.		
2.4	Action: Allan Breeton is to provide an update on the review of the structure of the sub-groups at the April Board meeting.	Allan Breeton	14.04.16
	Action 2.7 – Ruth Hyde is to provide an update on the work of the Prevent Steering Group: Ruth Hyde confirmed that the Steering Group is currently drafting an action plan document. Funding is being pooled and there is evidence of good joint working between agencies. She confirmed that she would be able to circulate the action plan once finalised, and commented that the role of the Board will be to raise awareness of the work or the Prevent Steering Group in accordance with the plan, although added that this can be reviewed once the plan has been circulated.		
2.5	Action: Ruth Hyde is to send the Prevent Steering Group's Action Plan to Anna Jakeman for circulation to the Board once it is finalised.	Ruth Hyde	31.03.16
	Action 3.1 – Anna Jakeman is to circulate a copy of the Think Family presentation to Board members after the meeting: This action is completed.		
	Action 4.1 – Anna Jakeman is to distribute the Restructure of Adult Mental Health Beds paper and appendices to the Board members: This action is completed.		
	Action 4.2 – All Board members are to consider the report on the Restructure of Adult Mental Health Beds and its appendices and email Julie Gardner with any feedback by 31 <sup>st</sup> October 2015: This action is completed.		
	Action 4.3 – Julie Gardner is to update the report further to any feedback received, and include a response in relation to services available for dementia patients: Julie confirmed that the situation in relation to the Adult Mental Health Beds has stabilised, and mitigations put in place are evidencing that the risk is		
	being alleviated and the number of available beds has improved. However, she asked that if any member of the Board believed the risk to be escalating at any time, they advise Julie as soon as possible.		
	Action 5.1 – Claire Bearder is to arrange for the wording on page 4 of the Strategic Plan under the heading "Transitions" to be changed to reflect the membership of the task and finish group being from across health organisations, not just social care: This action is completed.		
		1	1

L:\Adult Protection\Team\Safeguarding Adults\Functions, Activities, Work\NSAB Committee\3. Minutes\2016\20160114 - Development Day\NSAB Minutes 20160114 - FINAL.doc Page 6 of 13

	developed by the Strategic Management Group to Anna Jakeman: Action 7.2 – Anna Jakeman is to circulate the pathway document to Board members:		
	Action 7.3 – Nichola Bramhall is to ask Elaine Moss to provide an update to the Board on the Strategic Management Group at the January Board		
	<i>meeting:</i> These actions were to be covered by agenda item number 3 on Historical Abuse, and would be discussed later in the meeting.		
	Action 8.1 – Allan Breeton is to invite the CQC to attend the January Board meeting to present the Statement on Adult Safeguarding: The CQC was not in attendance and the action is therefore carried forward to the April Board meeting:		
2.6	Action: Allan Breeton is to invite the CQC to attend the April Board meeting to present the Statement on Adult Safeguarding.	Allan Breeton	31.03.16
	Action 9.1 – Allan Breeton asked all Board members to consider the draft Annual Report and email any comments or feedback to the Safeguarding Adults Strategic Team by $23^{rd}$ October 2015: This action is completed, and the Annual Report was launched at the Partnership Event which took place on $24^{th}$ November 2015.		
	Action 10.1 – Allan Breeton is to arrange for the East Midlands Regional Safeguarding Board Business Plan and Mental Health Concordat to be circulated to Board members: The documents were circulated with the papers for this meeting, and the		
	action is therefore completed.		
	Action 11.1.1 – Julie Cuthbert is to send a copy of the Board presentation to Anna Jakeman for circulation once it has been finalised with the video incorporated:		
	The presentation was circulated to Board members with the papers for this meeting, and the action is therefore completed.		
	Actin 11.1.2 – All Board members are to provide Julie Cuthbert with their organisations' contacts for the Communications Sub-Group by email to julie.cuthbert@nottscc.gov.uk: This action is completed.		
	Action 11.2.1 – Caroline Baria and Claire Bearder are to meet to discuss the clarity of the information contained within the suite of data being presented to the Board:		
	Claire confirmed that work has been undertaken to look at the timeliness of assessments, and work is ongoing to ensure good outcomes in a timely manner, rather than in set timescales.		
	Action 11.2.2 – The QA Sub-Group is to break down the information into the broad themes of referrals that do not go on to a Section 42 Enquiry, and provide further information in the suite of data to be presented to the Board: Claire confirmed that this action would be covered under the QA Sub-Group Update later in the meeting.		
	Action 11.2.3 – Claire Bearder and the QA Sub-Group are to look at the scope of the work required to consider repeat referrals, and provide an update at the January Board meeting: Claire confirmed that this action would be covered under the QA Sub-Group Update later in the meeting.		
	Action 11.2.4 – Claire Bearder is to add the Restructure of Adult Mental Health Beds to the Risk Register:		

L:\Adult Protection\Team\Safeguarding Adults\Functions, Activities, Work\NSAB Committee\3. Minutes\2016\20160114 - Development Day\NSAB Minutes 20160114 - FINAL.doc Page 7 of 13

2.7	Claire confirmed that the Restructure of Adult Mental Health Beds has been added to the Risk Register. Further to Julie Gardner's update provided earlier in the meeting on this issue, it was agreed that it would remain on the Risk Register in order to ensure that it is kept under review. <i>Action 11.2.5 – all Board members are to advise the Safeguarding Adults Strategic Team by email of any new risks:</i> Claire confirmed that the team has not been notified of any new risks. Allan asked that the action is carried forward. <b>Action: All Board members are to advise the Safeguarding Adults</b> <b>Strategic Team by email (safeguarding1.adults@nottscc.gov.uk) of any new risks which they feel should be added to the Risk Register.</b> <i>Action 11.2.6 – Caroline Baria and Claire Bearder are to consider</i> <i>Recommendation 3 of the QA Sub-Group report, and provide a further update</i> <i>at the January Board meeting:</i> Claire confirmed that this had been covered under action 11.2.1, and would also be covered under the QA Sub-Group Update later in the meeting. <i>Action 11.3.1 – Allan Breeton is to speak to health, Police and Social Care</i> <i>partners with regard to the chairing of all Sub-Groups, and update the Board</i> <i>at the next meeting:</i> Further to discussions at the Board's Development Session on the morning of 14 <sup>th</sup> January, it was agreed that the structure of the sub-groups is to undergo or aview, and further update are provide at the Development Session on the morning of 14 <sup>th</sup> January, it was agreed that the structure of the sub-groups is to undergo	AII	Ongoing
	a review, and further updates would be provided at the Board meeting in April, as per Action 2.4 above.		
3.	Historical Abuse Update		L
	<ul> <li>Allan welcomed Colin Pettigrew, the Corporate Director for Children, Families and Cultural Services at Nottinghamshire County Council, to the meeting.</li> <li>Colin had arranged for a report and appendices regarding Investigations into Allegations of Historical Abuse to be distributed to the Board prior to the meeting.</li> <li>Colin outlined the report, and informed the Board that there is a well-developed process for reporting allegations of abuse. Hundreds of alleged victims have come forward. However, it is notoriously difficult to prosecute cases due to the time since the alleged abuse took place and, as such, the number of alregations. There is also the issue that some of the incidents, such as caning, which today are considered "abusive" were at the time legal.</li> <li>There was a discussion between Colin and Amanda regarding the involvement of Health in the Strategic Management Group, which was described in the report distributed. It was agreed that Amanda and Colin would have further discussions away from the Board meeting.</li> <li>Colin then gave a presentation to the Board with an update on the Independent Inquiry into Child Sexual Abuse, which has not been detailed in these minutes.</li> <li>Allan thanked Colin for the information provided and invited comments and questions from the Board.</li> <li>Helen Chamberlain informed the Board that there have been some positive outcomes, with some guilty pleas showing the level of compelling evidence for example.</li> </ul>		

	A link to the new Pathway to Provision had been distributed prior to the meeting, and Steve Edwards presented the document to the Board, explaining that it had been updated in November 2015 and was now a shorter version of the original.		
4.	Pathway to Provision		
3.2	Action: Caroline Baria, Julie Gardner and Elaine Moss are to provide updates from the Strategic Management Group to the Board as they become available.	Caroline Baria / Julie Gardner / Elaine Moss	Ongoing
3.1	Action: Colin Pettigrew and Steve Edwards are to provide updates to the Board in relation to learning points and progress on the Goddard Inquiry as they become available.	Colin Pettigrew / Steve Edwards	Ongoing
3.1	in the meantime. Colin confirmed that he would be able to report to the Board on an ad hoc basis, or ask Steve Edwards to on his behalf, adding that significant changes have taken place over the years and continue to do so, giving an example of some children's homes now which house four or five children with staff, whereas traditionally they may have homed up to forty or even fifty children. Helen stated that the types of allegations being received are approximately 50% sexual abuse allegations, and approximately 50% allegations of physical assault and chastisement, but that is not always clear from media coverage. Steve described the media approach for front-line staff, and confirmed that they are aware that they should report any approach from the media to himself and the Communications team. Caroline Baria stated that, from an Adult Social Care point of view, there is a responsibility to ensure that there is a process for reporting allegations of historical abuse and to ensure that the right levels of support are in place for individuals. She added that there is a nord they have not accessed or received sufficient services and support, and there is a need to consider what is in place for the future should incidents occur in the present time. Further discussion took place regarding access into services and the role of GPs in referring individuals. Amanda commented that there is no "one size fits all" service and it may be that specific bespoke assessments are required to establish what support an individual needs. If it is established that there is a gap in services for an individual, it may be that further commissioning is required. Nicola added that because of some individuals' age and health needs they may be in need of care home support. Allan suggested that the Strategic Management Group which has been set up was the correct forum for further discussion in this regard, and asked that these topics were discussed there, with updates to be provided by Colin "that the two Safeguarding Adult Boards seek assur	-	Ongoing
	Allan noted that an interim report into the Goddard Inquiry is not due for another couple of years, and queried how the Board keeps track of learning in the meantime. Colin confirmed that he would be able to report to the		

L:\Adult Protection\Team\Safeguarding Adults\Functions, Activities, Work\NSAB Committee\3. Minutes\2016\20160114 - Development Day\NSAB Minutes 20160114 - FINAL.doc Page 9 of 13

6.1	Communications Sub-Group Update		
6.	Sub-Group Updates		
5.1	the CCG regarding Nottinghamshire's position against the Su	nanda Illivan / aine Moss	07.04.1
	Amanda confirmed she would ask Elaine Moss to produce a report for the Board which would consider Nottinghamshire's current position on reporting and investigating unexpected deaths, and provide assurance to the Board on the work being done in order to avoid the type of situation which has arisen in Southern Health NHS Foundation Trust.		
	There was a discussion regarding the implications for Nottinghamshire of the investigations into Southern Health – for example, which cases are investigated, what death certificates state, and where Nottinghamshire is in relation to the recommendations in the report. Julie Gardner confirmed that all "serious incidents" are reported within Nottinghamshire Healthcare NHS Trust, but she was not sure which are investigated. Tina Nock explained that there is a framework for reporting serious incidents, which is likely to be updated in line with the recommendations made in the report on Southern Healthcare.		
	Allan noted that Jane Cummings, Chief Nursing Officer at NHS England, is due to produce some guidance.		
	NHS England commissioned an independent report into the deaths of people with learning disabilities or mental health illnesses at the Trust, looking at the period from March 2011 to September 2015. The investigation considered amongst other things which unexpected deaths were investigated, the reporting of unexpected deaths, and engagement with families and carers. It was found that a significant number of unexpected deaths were not reviewed sufficiently or at all. A number of recommendations were made, including recommendations about reporting and timeliness.		
	Amanda Sullivan informed the Board that the investigations into Southern Health NHS Foundation Trust had commenced following the death of a young man with learning disabilities who also suffered seizures. While a patient, a decision had been taken that he could bath alone despite the risks, but he had a fit while in the bath and drowned.		
<b>.</b>	Investigations into Southern Health NHS Foundation Trust		
	Julie Cuthbert signposted the Board to the Nottinghamshire Help Yourself website, and Stuart added that the website is aimed at the public but may also be useful for staff, as it directs people to the available services. Caroline commented that District Councils need to ensure that they are contributing to and utilising the website.		
	Ruth felt that it was a very useful document, and commented that a similar document covering low to high level need in relation to adult safeguarding would be helpful, as she did not feel that it was always clear from a "local point of view" what options are available. Caroline responded that there are safeguarding pathways, but these do not include information on the provision of services.		

L:\Adult Protection\Team\Safeguarding Adults\Functions, Activities, Work\NSAB Committee\3. Minutes\2016\20160114 - Development Day\NSAB Minutes 20160114 - FINAL.doc Page 10 of 13

	Stuart confirmed that the Learning Pathway has now been agreed and it will be implemented during the course of the next year.		
6.3	Training Sub-Group Update	1	<b>I</b>
	There were two recommendations in the report on the QA Sub-Group. The first, that the NSAB approves a proposal to focus the next data analysis on the care home sector, was agreed. The second, that the NSAB considers whether mitigating factors presented in the Nottinghamshire Healthcare Trust report offers assurance to enable risk number 5 relating to the restructure of adult mental health beds to be removed from the Register, was not agreed. Instead, as discussed earlier in the meeting, it was agreed that the risk would remain on the Register in order to ensure it is kept under review.		
6.2.1	Action: Claire Bearder is to ask the Quality Assurance Sub-Group to look into the creation of a prompt sheet to remind people to obtain information prior to making a referral, and provide an update at the next Board meeting.	Claire Bearder / Quality Assurance Sub-Group	14.04.1
	Ruth noted that while questions may be mandatory on the local authority's systems, they may not be on the systems of other agencies. She suggested a prompt sheet might be a useful tool to remind people to obtain information prior to making a referral. Allan asked Claire and the sub-group to look into this as an option.		
	David queried what happens if an individual lacks capacity, and Claire responded that it is still possible to establish what outcome that individual wants. Claire added that the sub-group can drill down into data to establish if capacity is an issue.		
	David stated that the data needs to be fed back to practitioners to ensure good practice, but Caroline also queried whether there is a recording issue or whether individuals are genuinely not being asked the question. Stuart responded that all questions on the system are mandatory, but one issue for consideration is that people are not understanding the questions being asked.		
	After Claire had outlined the report and data, Stuart commented that of particular note was the fact that if an individual was asked what their desired outcome was the risk reduced was of a significantly higher percentage that if an individual was not asked about their desired outcome. Allan added that making safeguarding personal is a Board priority and all individuals should be asked.		
	A report which explained the data contained in a number of graphs had been distributed to the Board prior to the meeting.		
.2	Quality Assurance Sub-Group Update		
	Julie also asked that if agencies want to raise any issues, they contact Julie Cuthbert so that it can be considered. Allan added that if there was a top- level concern it should go directly to him, but other issues or articles of interest for the Board should go via Julie. Stuart commented that this should include "good news stories" and articles on how safeguarding is making a difference.		
	articles on winter warmth, keeping the elderly safe, and cold weather situations. She also confirmed that the next round of the Safeguarding Awareness Survey would commence in April 2016.		

L:\Adult Protection\Team\Safeguarding Adults\Functions, Activities, Work\NSAB Committee\3. Minutes\2016\20160114 - Development Day\NSAB Minutes 20160114 - FINAL.doc Page 11 of 13

Stuart also confirmed that the Making Safeguarding Personal Making Effective Referrals training has now commenced, and further courses are planned during January and February 2016.
Safeguarding Adults Reviews Sub-Group Update
Amanda outlined the update report which had been distributed prior to the meeting. She gave an update on the SAR G15, confirming that the Overview Report had been signed off at the Extraordinary Board meeting in December subject to some agreed amendments being made.
Amanda also provided an update on the SF/SD case, confirming that all three perpetrators in the case have been convicted. The review is currently underway, led by the City's Safeguarding Board and supported by the NSAB.
User guidance has now been produced in relation to reviews, which gives more flexibility as to the type of review which can be commissioned.
Any Other Business and Closing Remarks
David asked that his thanks be noted to Allan for his continued leadership, and to members for their continuing commitment to the Board, adding that this was his first meeting since returning to his role at the Council after his time at ADASS.
David also confirmed that a paper had been presented to the Health and Wellbeing Board in relation to safeguarding.
He also informed the Board that Nottinghamshire County Council's budget proposal consultation is underway. He asked that Board members familiarise themselves with the proposals relating to Adult Social Care and asked that they respond to the consultation.
Close
There being no further business, Allan thanked the Board members for their attendance and input at both the morning and afternoon sessions and closed the meeting.
Future Meeting Dates
<ul> <li><u>NSAB Meetings:</u> <ul> <li>14<sup>th</sup> April 2016</li> <li>2:00pm to 5:00pm</li> <li>Nottingham Fire &amp; Rescue Service, Bestwood Lodge, Arnold, Nottingham, NG5 8PD</li> <li>14<sup>th</sup> July 2016</li> <li>2:00pm to 5:00pm</li> </ul> </li> </ul>
<ul> <li>Nottingham Fire &amp; Rescue Service, Bestwood Lodge, Arnold, Nottingham, NG5 8PD</li> <li>13<sup>th</sup> October 2016 2:00pm to 5:00pm Nottingham Fire &amp; Rescue Service, Bestwood Lodge, Arnold, Nottingham, NG5 8PD</li> </ul>

L:\Adult Protection\Team\Safeguarding Adults\Functions, Activities, Work\NSAB Committee\3. Minutes\2016\20160114 - Development Day\NSAB Minutes 20160114 - FINAL.doc Page 12 of 13

	NSAB Partnership Events:
	<ul> <li>17<sup>th</sup> May 2016</li> <li>9:00am (for a 9:30am start) to 12:30pm</li> <li>The Towers, Botany Avenue, Mansfield, NG18 5NG</li> </ul>
	<ul> <li>22<sup>nd</sup> November 2016</li> <li>9:00am (for a 9:30am start) to 12:30pm</li> <li>The Talbot Suite, Rufford Mill, NG22 9DG</li> </ul>