



Teeswide Safeguarding Adults Board

Meeting Date: **Friday 29 June 2018**
 Time: **9:30am – 12pm**
 Venue: **Stockton Sixth Form College**

Minutes

Attendees		
Name	Role	Representing
Ian Armstrong	Operations Manager	Durham Tees Valley Community Rehabilitation Company
Ann Baxter	Independent Chair	TSAB
Jane Bell	Administration Officer	TSAB Business Unit
Margaret Brett	Named Nurse Safeguarding Adults	TEWV
Karen Buckham	Programme Officer	Stockton-on-Tees Borough Council (Observer)
Sharon Caddell	Project Manager Domestic Abuse	Office of Police & Crime Commissioner
Martin Crow	Project Officer	TSAB Business Unit
Stephen Donaghy (Part)	Environmental Health Service Manager	Stockton-on-Tees Borough Council
Jill Harrison	Director of Adult and Community Based Services	Hartlepool Borough Council
Angela Legg	Data Analysis and Performance Monitoring Officer	TSAB Business Unit
Gina McBride (Minutes)	Admin and Information Officer	TSAB Business Unit
Mike Milen***	Chief Executive	Redcar & Cleveland Voluntary Development Agency
Mel Newton	Senior Lecturer in Nursing from the School of Health and Social Care	Teesside University
Jean Pegg	Inspection Manager	CQC
Patrick Rice	Interim Director Adult Care & Health	Redcar & Cleveland Borough Council
Lindsey Robertson	Deputy Director of Nursing, Patient Safety & Quality	North Tees & Hartlepool NHS Foundation Trust
Steve Rose	Chief Executive	Catalyst
Erik Scollay	Director of Adult Social Care	Middlesbrough Borough Council
Zoe Sherry	Mental Health Lead	Healthwatch Hartlepool
Cllr Steve Thomas	Lead Member	Hartlepool Borough Council
Wendy Tinkler	Detective Chief Inspector	Cleveland Police
Helen Williams	Named Nurse Safeguarding Adults	South Tees Hospitals NHS Foundation Trust
Ann Workman	Director of Adults and Health	Stockton-on-Tees Borough Council

Apologies		
Name	Role	Representing
Katherine Acheson**	Compliance Inspector	CQC
Karen Agar		TEWV
Cllr Jim Beall	SBC Lead Member	Stockton-on-Tees Borough Council

Mandy Cockfield	Service Manager	Redcar & Cleveland Borough Council
Mark Davis***	Chief Executive	Middlesbrough Voluntary Development Agency
Stephen Down*	Safeguarding Lead	North East Ambulance Service
Jill Foley		Teesside University
Lorraine Garbutt	Business Manager	TSAB Business Unit
Elaine Godwin	Admin Officer	TSAB Business Unit
Jean Golightly	Director of Nursing	Hartlepool & Stockton CCG and South Tees CCG
Judith Gray	Volunteer Lead for Adult Learning Disabilities	Healthwatch Hartlepool
Karen Grundy	Project Lead	Healthwatch Stockton
Steve Johnson	Area Manager	Cleveland Fire Brigade
Stuart Harper-Reynolds	Named Nurse (Adult Safeguarding)	North Tees and Hartlepool NHS Foundation Trust
Natasha Judge**	South Tees Healthwatch Manager	Middlesbrough, Redcar & Cleveland
Rachelle Kipling	Commissioners Officer	Office of Police & Crime Commissioner
John Lovatt	Assistant Director	Hartlepool Borough Council
Elizabeth Moody	Director of Nursing and Governance	Tees Esk & Wear Valleys NHS Foundation Trust
Ann Powell	Head of Probation	National Probation Service
Darren Redgwell	Deputy Director of Operations	Durham Tees Valley Community Rehabilitation Company Limited
Anne-Marie Salwey	Detective Superintendent – Head of Specialist Crime	Cleveland Police
Helen Smithies	Assistant Director of Nursing Safeguarding	South Tees Hospitals NHS Foundation Trust
Jo Tate	Health & Social Care Lead	HMP Holme House Prison
Christine Wharton**	Inspection Manager	CQC
Victoria Wilson	Service Manager – Adult Care (Adults & Communities)	Redcar & Cleveland Borough Council

Absent		
Name	Role	Representing
Sarah Bowman-Abouna	Interim Director of Public Health	Stockton-on-Tees Borough Council
Barbara Potter	Head of Quality and Adult Safeguarding	South Tees CCG
Cllr Julia Rostron	Lead Member	Middlesbrough Borough Council
Cllr Dave Walsh	Lead Member	Redcar & Cleveland Borough Council

*Attends for specific agenda items only;

** Attends 2 times per year;

***Attends on behalf of MVDA and RVDA

Copies: Peter Bell; Susan Cawley; Jackie Gibson; Emily Gill; Suzanne Glass; Lorna Harrison; Colin Holt; Jas Lang; Pat McQuillan; Suzanne Metcalfe; Pamela O'Connor; Judith Oliver; Laura Poppleton; Angela Pringle, Mike Sharman; Rachael Surtees; Lyndsay Waddington, Anne Warlow

Agenda Item 1	Introductions and Apologies	Presenter: Chair
Introductions were made and apologies noted.		

Agenda Item 2	Minutes from the meeting held on 24/04/18	Presenter: Chair
Page 5 – change to; <i>‘the Victim and Witness group is now well established in Cleveland and Durham’.</i>		
Page 10 – James Hart will be attending the November Board meeting.		

Subject to the above amendments, the minutes from the previous meeting were agreed as a true and accurate record.

Matters Arising

- The shortened version of the Concern Form for banks is being discussed further at the next Policy, Procedures and Practice (PPP) Sub-Group
- Representatives involved with Operation Sanctuary will attend the September Board meeting
- Local Authorities (LAs) are collating a list of non-commissioned services and will discuss at the next SAR Sub-Group meeting
- Jill Harrison (JH) will send the web link for the full CQC Appreciative Review Report for inclusion with the minutes

Section 42 Enquiries relating to Domestic Abuse

Police and Local Authorities (LAs) may be recording Domestic Abuse cases differently. Cleveland Police record incidents individually, whereas the LAs may record multiple concerns about the same person on one case file. This issue was raised at the Board's Development Day in March and was discussed further at the Operational Leads Development Day. Going forward, this will be monitored through the Operational Leads Sub-Group (OLSG). It was noted that staff are becoming more aware of the domestic abuse category and therefore may be coding cases more appropriately, this may also be a factor in the increasing trend for Domestic Abuse Concerns.

Gateshead Peer Review

Stockton-on-Tees Borough Council (SBC) are involved in a Regional Peer Review Programme. A team of staff visited Gateshead City Council recently and it was felt to be an extremely productive day. One of the key issues raised was around the Care Provider's market. The North Tyneside Review takes place in October and SBC's Review will be in January 2019.

The Local Government Association (LGA) has recently hosted a national conference and are running other large scale events around system reviews. A report is due for publication next week which covers 20 LAs that have been involved.

Ann Workman (AW) will continue to provide feedback to the Board.

Links with MAPPA (Transforming Care)

AW is to meet with Ann Powell from the National Probation Service and will provide feedback at the next Board meeting.

Action Points	Action Owner	Deadline
1. Previous minutes to be amended and uploaded to TSAB website	GMc	13/07/18
2. Send CQC Appreciative Review Report web link to Business Unit	JH	13/07/18
3. CQC Appreciative Review Report to be included within Board minutes	GMc	13/07/18
4. Provide regular feedback regarding peer review	AW	Ongoing
5. Links with MAPPA (Transforming Care) to be carried forward	AW	05/09/18

Agenda Item 3	Environmental Health Presentation - Hoarding	Presenter: Stephen Donaghy
----------------------	---	-----------------------------------

Stephen Donaghy (SD) gave a presentation around the interface between Environmental Health and Safeguarding within SBC.

Building a rapport with the individual is extremely important at every stage, but when necessary Environmental Health can utilise 3 pieces of legislation;

- Public Health Act 1936 Section 83
- Environmental Protection Act 1990 Section 80

- Prevention of Damage by Pests Act 1949

A Risk Identification Tool has also been developed and will be circulated with the minutes of the meeting.

It was noted that if a person owns their own house, it can be more challenging than a case involving a council owned property.

Environmental Health Officers, may encounter people who self-neglect, have mental health issues or are alcohol or drug dependent. They also come across people who may lack mental capacity to make certain decisions about their choice of lifestyle. Referrals tend to come from Social Workers or members of the public who wish to complain about a property. Environmental Health Officers link in to Safeguarding Adults and will also consider any potential risks to children and refer appropriately. Environmental Health also have strong links with Cleveland Fire Brigade.

The LA can arrange for a property to be cleaned and/or cleared of pests/vermin. There will be a financial assessment of the individual to discuss the most cost effective way to pay. If the person is unable to, the costs will be recovered if and once the property is sold. For private tenancies, action may be sought from either the landlord or the tenant, depending on the circumstances.

Home visits continue after the premises has been cleaned to ensure that property remains in a liveable state.

SD offered to deliver this presentation to staff as members deem appropriate, and that they should contact him to arrange.

Lindsey Robertson (LR) will share this presentation with North Tees and Hartlepool NHS Foundation Trust (NTHFT) community staff. LR noted that staff's perception of hoarding can change when frequenting these types of properties regularly.

Steve Rose (SR) and Mike Milen (MM) indicated that the voluntary sector may be best placed to offer ongoing support to individuals.

Jean Pegg (JP) mentioned that this presentation could be of use to Care Homes, as hoarding can also take place in these settings.

Steve Thomas (ST) will liaise with Jill Harrison (JH) to establish any current links between safeguarding and Environmental Health.

Erik Scollay (ES) commented that building a rapport and supporting a person is incredibly important as quite often the items in their home can be of enormous emotional significance. ES enquired if there is any psychotherapeutic intervention available. Ann Baxter (AB) suggested that Board partners raise awareness of this subject within their own organisations.

Action Points	Action Owner	Deadline
1. Send updated PowerPoint slides, Risk Identification Tool and Tees LA Environment Health contacts to Business Unit	SD	13/07/18
2. Circulate presentation, Risk Identification Tool and Tees LA Environmental Health contacts to members	GMc	13/07/18
3. Members to contact SD to raise awareness of hoarding within their own teams	All	05/09/18
4. Members to share hoarding presentation amongst relevant teams within their organisation	All	05/09/18
5. SR and MM to liaise with SD regarding involvement with the voluntary sector	SR / MM	05/09/18

Agenda Item 4	Is TSAB Effective?	Presenter: Chair
----------------------	---------------------------	-------------------------

AB explained that the Board has come to a natural pause, as the initial 3 year strategic plan is coming to an end. AB suggested that this is a good opportunity to reflect on the effectiveness of the Board and if there is anything that should change or stop.

A meeting was held last week with the Tees Local Safeguarding Children Boards (LSCBs) Chairs, strategic leads from the Local Authorities, Health and Police. The meeting was to discuss strategic partnership and the interface between safeguarding adults and children. Another meeting is to be scheduled and feedback will be provided.

Strengths and Challenges

A document outlining the strengths and challenges associated with a Teeswide Board was circulated. In addition to the key points raised within the document, the following was discussed:

- Are the venues suitable?
- Is the length of the meeting appropriate?
- Is the layout of the room effective?
- Is the frequency of meetings appropriate?
- Benefits include; sharing learning, value for money, less resources required to attend 1 meeting instead of 4, sharing good practice, comparing and contrasting against other agencies, joint performance framework, improving consistency and application of training across Tees

Generally, members felt that the structure of the Board and format of meetings is effective. Members acknowledged that the Sub-Groups add real value and are producing some excellent work. It was noted that although there is a lot of content to get through at Board meetings, it is often a necessity in order to validate the work coming through the Sub-Groups.

Some concerns were raised around the Quality Assurance Framework (QAF) Self-Audit Tool and although it was recognised the reasons and benefits for completion, the process needs to be as efficient and proportionate as possible, linking to existing regulatory audits.

There was a recognition that all agencies work differently and that data may reflect differences in trends, but having a Teeswide Board prompts deeper discussions to find reasons and understanding for the differences (or similarities).

Some members felt that there has been more of a disconnect between the Board and some services since the Local Executive Groups were cancelled. JH suggested that more emphasis could be placed on the networking events to engage with more agencies. From Hartlepool Borough Council's (HBC) perspective the networking event in February was a success and HBC may look to replicate this going forward on an annual or six monthly basis. These events are also linked to capturing the voice of the adult. The Operational Leads Sub-Group has helped to bridge the gap between strategic level and operational level.

Martin Crow (MC) felt that it would be good to see the Catalyst model in Stockton being replicated in other Boroughs. The close link to the Board allows TSAB information to be circulated to a large number of voluntary organisations and MC regularly attends the forum to engage with a wide range of organisations.

Mel Newton (MN) advised she regularly shares TSAB information with the Health & Social Care university students.

Ann Workman (AW) felt that the TSAB website provides a wealth of up to date and relevant information, which should be routinely promoted.

Sharon Caddell (SC) questioned how the Board monitors that policies and procedures etc. are being put into practice. ES commented that this is through the Board's Annual Report and the QAF. JH stated that the OLSG captures feedback from front line staff through various surveys and are also conducting multi-agency audits.

AB reiterated that Board members should represent their organisation and the people who use their services. The involvement of Elected Members and the Voluntary Sector should represent their communities and 'the adult's voice'. Board members should be advocates for the TSAB and ensure that when attending other relevant groups, safeguarding issues are discussed. Each member has a responsibility to attend and contribute to meetings, but also share the information and learning amongst their own organisations as well as bring information and learning from other forums to the Board. It was suggested that at future meetings the 'so what?' question is asked after each agenda item, so that the impact on people and services can be identified.

Strategic Plan (Draft)

MC explained that a raft of data and information has been used to produce the Aims and Objectives.

The following key points were raised:

- Should the vision statement change to include 'prevention' instead of 'protect'? There has been a significant shift in the results from the annual survey – prevention is now a top priority. Members agreed to this change, but suggested that it is worded carefully, as the Board will not only prevent, but respond to adult abuse and neglect too.
- The previous strategic plan had 5 Aims which ran for 3 years. From a strategic point of view, the hardest to achieve was 'personalisation'. It was suggested that this is incorporated as part of the objectives instead. Agreed.
- As part of the 'setting up period' for the Board, the first 3 year cycle was quite prescriptive. Now that the Sub-Groups are well established, it is suggested that they can take more ownership of the actions required to meet the aims and objectives and develop their own work plans. Agreed.

Strategic Overview Report

The Strategic Overview was circulated for information. This document has been used to develop priorities for the aims and objectives within the Strategic Plan.

The key findings were around:

- Repeat Safeguarding occurrences
- Conversions from Safeguarding Concerns to Section 42 Enquiries
- Outcomes from the Local Authority Safeguarding process
- Engagement with ethnic minority groups
- Types of abuse

Themes Report

This document was circulated for information to highlight the increase in workload for operational teams. The document reinforces the differences and consistencies across Tees.

Action Points	Action Owner	Deadline
1. Feedback from strategic meeting with LSCBs to be provided	AB	TBC
2. 'So what?' question to be asked at future Board meetings	AB	Ongoing
3. Amend vision statement	MC	05/09/18
4. Strategic Plan to be updated and circulated to Sub-Groups to populate work plans	Business Unit	17/09/18

Agenda Item 5	Draft Annual Report 2017/18	Presenter: Martin Crow
MC explained that this is an early draft, which will be populated further as and when able to. It was noted that the year end data will not be available for another 3 weeks. The SAR section will be discussed with the SAR Sub-Group in the first instance.		
AB asked that partners send their contributions for the Annual Report to the Business Unit by the end of July. The final version of the report should be ready for the September Board.		
Action Points	Action Owner	Deadline
1. Members to send contributions for Annual Report to the Business Unit	All	31/07/18
2. Final version of Annual Report to be agreed at the September Board meeting	All	05/09/18

Agenda Item 6	Update from Sub-Groups	Presenter: Sub-Group Chairs
<p>Communication and Engagement (CE) – Martin Crow</p>		
<p>AB advised that Dave Turton (DT) has changed roles within the Fire Brigade and will no longer be Deputy Chair for the TSAB or Chair of the CE Sub-Group.</p>		
<p>Neil Harrsion (NH) from Hartlepool Borough Council (HBC) has offered to chair the CE Sub-Group as an interim measure, until a member of the Board is appointed. It is unknown at the moment, how DT's successor will be involved going forward.</p>		
<p>MC informed that at the last CE meeting, the CE Strategy was discussed and will be developed further following agreement of the Strategic Plan.</p>		
<p>The Prevention Leaflet has been produced by the Prevention Task & Finish Group and was circulated to Board members for comment. MC explained that this is still in draft format. The aim of the leaflet is to break down barriers in reporting abuse and to improve engagement with ethnic minorities and marginalised groups. LR felt that the leaflet compliments the e-learning package. ES commented that MBC will use the leaflet and may possibly build into the induction process for staff.</p>		
<p>Learning Training & Development (LTD) – Jill Harrison</p>		
<p>The Training Needs Analysis has been completed and the Sub-Group are in the process of finalising the training programme.</p>		
<p>The Conference on the 16 July is fully booked and demand for places was extremely high.</p>		
<p>The Business Unit has circulated invitations to Board Members for the Legal Literacy Training on 27 September. There are some partners who have not yet responded.</p>		
<p>The Self-Neglect Workbook and Managers' Guidance has been developed and was approved by Board members.</p>		
<p>Operational Leads (OL) – Angela Legg</p>		
<p>The last meeting was held on 10 May.</p>		
<p>A survey to front line staff (LA, health, police predominantly) was distributed to determine how well the TSAB safeguarding procedures are implemented and understood. 86 responses received in total.</p>		
<p>Key findings were as follows:</p>		
<ul style="list-style-type: none"> • Staff working predominantly in safeguarding services had good understanding of procedures • Staff working in other areas had limited understanding and working knowledge of procedures • Staff working across a number of LAs commented that implementation across LAs was inconsistent and there are differing responses to Concerns • There were comments about the lack of feedback provided to referrers 		
<p>An action plan is to be developed to address some of the issues raised and will feature in the OLSG work plan.</p>		
<p>Charlotte Dennison (CD) from the Crown Prosecution Service (CPS) attended and provided an overview of the work being undertaken to look at those cases that are not progressing to prosecution (within Vulnerable Adults Unit). CD is reviewing the data regarding prosecutions under S44 linked to the VAU. CD has been invited back to the group in 6 months. ES advised that he is going to meet with Cleveland Police and Barbara Potter from CCG about specific cases, but this has not yet been arranged.</p>		
<p>A Multi-Agency Audit Programme and tools have been agreed. Also agreed is a Mental Capacity Act (MCA) survey to be undertaken to establish use of MCA and also skills/abilities. This ties in with the SAR3 (Carol) action plan. The first Multi-Agency Audit took place on incidents between residents and any relevant findings will be shared. Following the first audit, the tool has been updated following some recommendations in relation to splitting the section which refers to Section 42 and Strategy as not all S42 go to strategy (it was previously all in one section).</p>		

The Concern Form is being reviewed to improve links with Making Safeguarding Personal (MSP) and also making some amendments to better fit with reporting and case management systems.

Performance Audit and Quality (PAQ) – Erik Scollay

The last meeting was held on 14 May.

The group discussed the NHS digital collection which highlighted the discrepancies and trends in Tees compared with national data.

The annual data request process is to be streamlined.

The Medication Audit Action Plan has come to a conclusion and Medication Incidents Guidance has been issued to Commissioners.

The QAF template has been updated and is included on the agenda for information. This is currently being rolled out to statutory partners as they begin this process once again.

Policy Procedures and Practice (PPP) – Ann Workman

The group has not met since the last Board meeting.

The Information Sharing Agreement (ISA) has been updated in line with GDPR legislation. The main change is around consent based information sharing and that consent is only required if there is not a legal basis to share the information. It was noted that this could undermine the MSP ethos, however a sentence will be added around MSP to reinforce this principle. Members will need to share the ISA with their information governance team and provide feedback. The final version will be ratified in September.

A GDPR Action Plan was circulated for information.

Safeguarding Adults Review (SAR) – Jill Harrison

The Sub-Group membership has been extended to include all LAs. The Sub-Group meets on a bi-monthly basis and the SAR3 Action Plan is discussed separately on alternate months to the Sub-Group.

One new notification (Case 1/18) has been received and will be discussed at the next meeting on 11 July.

The group is making progress with the SAR3 Action Plan. Another meeting will be scheduled in August, it is hoped that the action plan will be ready to bring to the Board in September for sign off.

A Lessons Learned Review (Case 11/16) is on hold pending a decision from CPS. This is based on advice received from legal colleagues within the Trust and Police.

Case 7/15 relates to a NEAS incident. An audit has been carried out by NEAS and feedback has been received that they will be implementing further MCA training. The case is formally signed off.

Action Points	Action Owner	Deadline
1. Volunteers for TSAB deputy chair to inform AB and the Business Unit	All	05/09/18
2. Volunteers for CE Chair to inform AB and the Business Unit	All	05/09/18
3. Members to circulated finalised prevention leaflet as deemed appropriate	All	05/09/18
4. Partners to respond to the Legal Literacy invitations	Relevant Partners	05/09/18
5. Self-Neglect Workbook to be uploaded to TSAB website	Business Unit	13/09/18
6. Members to promote Self-Neglect Workbook amongst networks	All	13/09/18
7. Relevant findings from multi-agency audit to be discussed at Board	LG	05/09/18
8. MSP element to be added to ISA	MC	13/07/18

9. Members to share ISA with information governance teams for feedback	All	14/08/18
10. SAR3 Action Plan to be discussed at the next meeting	HS	05/09/18

Agenda Item 7	Partner Assurance Reports	Presenter: Chair
Cleveland Fire Brigade's Partner Assurance Report was circulated for information.		
The partner assurance reports from NTHFT, Tees Esk & Wear Valleys NHS Foundation Trust and Healthwatch Hartlepool were circulated for consideration. The key findings, actions and learning points were discussed.		
It was noted that Healthwatch Hartlepool completed the full QAF and that a more proportionate version will be developed for some smaller, non-statutory agencies.		

Agenda Item 8	QSG Safeguarding Issues (Standing Item)	Presenter: Chair
In the absence of Jean Golightly (JG), this item was not discussed.		

Agenda Item 9	Independent Chair Appraisal	Presenter: Ann Workman	
AW asked that members complete the online survey once circulated by the Business Unit.			
Action Points		Action Owner	Deadline
1. Members to complete 360 degree feedback form		All	05/09/18

Agenda Item 10	Any Other Business	Presenter: All	
Margaret Brett (MB) advised that Karen Agar (KA) will discuss the Mental Health Report once CQC have conducted their visit.			
Action Points		Action Owner	Deadline
1. Mental Health Report to be discussed at a future meeting		KA	TBC

Next Meeting Date: **5th September 2018**
Time: **9.30am – 12pm**
Venue: **Stockton Sixth Form College**

Minutes approved by Independent Chair:



Date: 14/07/18

Appendix 1 – Attendance Matrix

The table below reflects the names members of the TSAB, although deputies have been shaded. The table does not include attendance at the Board's Development Day on 07/03/18.

Company	22/02/2018	24/04/2018	29/06/2018	3
CCG Board Member (Hartlepool & Stockton CCG and South Tees CCG)	2	1	0	67%
Cleveland Fire Brigade Board Member	0	1	0	33%
Cleveland Police Board Member	1	1	1	100%
CQC Board Member (committed to attend 2 meetings per year)	1	0	1	67%
Durham Tees Valley Community Rehabilitation Company	0	0	1	33%
HBC Board Member	1	1	1	100%
HBC Assistant Director	0	0	0	0%
HBC Lead Member	1	1	1	100%
Healthwatch Hartlepool	0	0	1	33%
Healthwatch South Tees (committed to attend 2 meetings per year)	0	0	0	0%
Healthwatch Stockton (Member since October 2017)	0	0	0	0%
HMP Holme House Prison	0	0	0	0%
MBC Board Member	1	1	1	100%
MBC Lead Member	0	0	0	0%
Middlesbrough & Redcar Voluntary Development Agency (Member since December 2017)	1	1	1	100%
National Probation Service Cleveland	1	1	0	67%
North East Ambulance Service (attend for specific agenda items only)	0	0	0	0%
North Tees & Hartlepool NHS Foundation Trust	1	1	1	100%
Public Health (Member since September 2017)	1	1	0	67%
Office of Police & Crime Commissioner (Member since February 2018)	1	0	1	67%
RCBC Board Member	1	1	1	100%
RCBC Assistant Director	0	0	0	0%
RCBC Lead Member	0	0	0	0%
SBC Board Member	1	1	1	100%
SBC Lead Member	0	1	0	33%
South Tees Hospitals NHS Foundation Trust	1	1	1	100%
Teesside University	1	0	1	67%
Tees Esk & Wear Valleys NHS Foundation Trust	1	1	1	100%
TSAB Independent Chair	1	1	1	100%
TSAB Business Unit	6	4	4	100%
Voluntary Sector (Catalyst)	1	0	1	67%