



## Teeswide Safeguarding Adults Board

Meeting Date: **07/12/21**  
 Time: **9:30am – 12pm**  
 Venue: **Microsoft Teams**

### Minutes

#### Attendees

Name	Role	Representing
Karen Agar	Associate Director of Nursing Safeguarding	Tees Esk & Wear Valley NHS Foundation Trust
Darren Best	Independent Chair	Teeswide Safeguarding Adults Board
Jon Carling	Chief Executive	Catalyst Stockton
Danielle Davis (Part)	Associate Consultant	Safe Lives
Paula Dewell	Detective Superintendent – Head of Safeguarding	Cleveland Police
Lorraine Garbutt	Business Manager	TSAB Business Unit
Jean Golightly	Director of Nursing & Quality	Tees Valley CCG
Karen Grainger (Part)	Access Safeguarding Manager	Middlesbrough Borough Council
Sophie Hargan	Interim Inspection Manager	CQC Hartlepool
Stuart Harper-Reynolds	Named Nurse (Adult Safeguarding)	North Tees and Hartlepool NHS Foundation Trust
Jill Harrison	Director of Adult and Community Based Services	Hartlepool Borough Council
Neil Harrison	Head of Safeguarding & Specialist Services	Hartlepool Borough Council
Patrick Hopkinson (Part)	Independent Reviewer	
Steve Johnson	Area Manager – Prevention and Protection	Cleveland Fire Brigade
Natasha Judge	Healthwatch Manager	Healthwatch Stockton
Rachelle Kipling	Temporary Assistant Chief Executive	Office of Police & Crime Commissioner
Jill Lax	Designated Nurse for Safeguarding Adults	Tees Valley CCG
Alyson Longstaff	Advanced Customer Support Senior Leader	Durham Tees Valley Department for Work and Pensions
Amy Mahoney	Project Officer	TSAB Business Unit
Gina McBride (Minutes)	Admin and Information Officer / Temporary Project Officer	TSAB Business Unit
Mike Milen***	Chief Executive	Redcar & Cleveland Voluntary Development Agency
Jen Moore	Designated Nurse for Safeguarding Adults	Tees Valley CCG
Cllr Mary Ovens	Lead Member	Redcar & Cleveland Borough Council
Ann Powell	Head of Cleveland Area	National Probation Service
John Rafferty	Compliance Business Partner - Safeguarding	Thirteen Group
Patrick Rice	Corporate Director of Adults and Communities	Redcar & Cleveland Borough Council
Erik Scollay	Director of Adult Social Care	Middlesbrough Borough Council
Angela Storm	Data Analysis and Performance Monitoring Officer	TSAB Business Unit

Calum Titley (Part)	Adult Safeguarding Lead Officer	Stockton-on-Tees Borough Council
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<b>Apologies</b>		
<b>Name</b>	<b>Role</b>	<b>Representing</b>
Jane Bell	Administration Officer	TSAB Business Unit
Philip Bond	Detective Superintendent – Safeguarding Lead	Cleveland Police
Sarah Bowman-Abouna	Director of Public Health	Stockton-on-Tees Borough Council
Angela Connor	Assistant Director Adult Social Care/PSW	Stockton-on-Tees Borough Council
Mark Davis***	Chief Executive	Middlesbrough Voluntary Development Agency
Mike Fleet	Principal Lecturer (Programmes) Department of Nursing & Midwifery	Teesside University
Elaine Godwin	Admin Officer	TSAB Business Unit
Stephen Green	Associate Director of Risk and Clinical Governance	North Tees and Hartlepool NHS Foundation Trust
John Lovatt	Assistant Director	Hartlepool Borough Council
Judith Mackenzie	Inspection Manager	CQC (Middlesbrough, Stockton-on-Tees and Redcar & Cleveland)
Cllr Ann McCoy	Lead Member	Stockton-on-Tees Borough Council
Michelle Monty	Inspector	CQC Hartlepool
Elizabeth Moody	Director of Nursing and Governance	Tees Esk & Wear Valleys NHS Foundation Trust
Helen Richmond	Safer Custody and Equalities Hub Manager	HMP Holme House Prison
Leanne Stockton	Business Manager	Hartlepool & Stockton Safeguarding Children Partnership
Katie Tucker	Inspector	CQC Hartlepool
Victoria Wilson	Assistant Director of Adult Care	Redcar & Cleveland Borough Council
Gary Watson	Business Manager	South Tees Safeguarding Children Partnership
Sarah Wilson	Head of Safer Prisons and Equality	HMP Holme House Prison
Ann Workman	Director of Adults and Health	Stockton-on-Tees Borough Council

<b>Absent</b>		
<b>Name</b>	<b>Role</b>	<b>Representing</b>
Christopher Akers-Belcher	Chief Executive	Healthwatch Hartlepool
Cllr Tim Fleming	Lead Member	Hartlepool Borough Council
Joanne Gamble	Assistant Director of Nursing Safeguarding	South Tees Hospitals NHS Foundation Trust
Joanne Newton	Research and Intelligence Officer	Healthwatch South Tees
Darren Redgwell	Deputy Director of Operations	Durham Tees Valley Community Rehabilitation Company Limited

\*Attends for specific agenda items only; \*\* Attends 2 times per year; \*\*\*Attends on behalf of MVDA, RCVA & Healthwatch South Tees

**Copies:** Chris Brown; Rebecca Duce; Caroline Gallilee; Emily Gibson; Suzanne Glass; Lorna Harrison; Nigel Hart; Claire Jones; Kay MCGowan; Suzanne Metcalfe; Judith Oliver; Laura Poppleton; Angela Pringle, Mike Sharman; Rachael Surtees; Lyndsay Waddington

<b>Agenda Item 1</b>	<b>Introductions and Apologies</b>	<b>Presenter: Chair</b>
Introductions were made. Darren Best (DB) welcomed new members, Paula Dewell, Jill Lax, Jen Moore and Sophie Hargan.		
DB thanked all Board members and their staff, for their hard work during a very difficult and challenging year.		

<b>Agenda Item 2</b>	<b>Stephen – Learning Lessons Review</b>	<b>Presenter:</b> Chair
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**Overview Report and Learning Briefing**

Patrick Hopkinson (PH) talked about Stephen and the circumstances which led to this case being taken forward as a Learning Lessons Review (LLR). PH advised that the purpose of the review is to establish how partners can work better together to further improve practice.

PH talked through the key findings from the review, learning points and recommendations.

It was noted that from a Tees perspective, this is the first TSAB review that has considered learning around the impact of Covid-19. Once published, consideration should be given to the report being shared more widely through regional and national channels.

JG commented that the report may benefit from some further context around Covid-19 to reflect on the rapidly changing flow of information and that legislation and guidance was directed by the Government with limited flexibility for local discretion. The NHS were working under Central Command and Control level 4 for Emergency Preparedness, Resilience and Response Framework. DB suggested that the report is amended slightly to reflect that the information coming from Central Command and Control at a national level, lacked clarity and was therefore open to interpretation.

Jill Harrison (JH) advised that the SAR Sub-Group will review the governance arrangements for this LLR as organisations should have had the opportunity to feedback on the report, prior to sign off at Board.

Members approved the report in principle, once the necessary amendments have been made. It was agreed to publish the report in the New Year.

JH advised that the SAR Sub-Group will develop an action plan that will be brought to a future Board meeting for approval.

**Part of this section has been removed due to its confidential nature.**

<b>Action Points</b>	<b>Action Owner</b>	<b>Deadline</b>
1. Consider sharing LLR through regional and national channels	DB	14/01/21
2. Amend LLR report as per discussions	PH	21/12/21
3. SAR Sub-Group to review governance arrangements	JH	19/01/22
4. Action Plan for Stephen’s LLR to be brought to a future Board meeting	JH	10/02/22

<b>Agenda Item 3</b>	<b>Safe Lives Domestic Abuse Project</b>	<b>Presenter:</b> Danielle Davis
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Danielle Davis (DD) informed members that the TSAB, Tees Safeguarding Children Partnerships and the Office of Police Crime Commissioner have commissioned Safe Lives to conduct a whole system review of Domestic Abuse across Tees. The review looks at current local arrangements, how best practice can be shared and to develop a more consistent approach to Domestic Abuse across Tees.

DD talked through the work plan which has been RAG rated. The majority of areas have been completed, however there are some more challenging areas of work which remain incomplete:

- Survivor consultation – public survey and interviews with survivors (two per region)
- Perpetrator consultation – public survey
- Pathway mapping – some organisations are unable to sign the Information Sharing Agreements. Further work is ongoing to explore alternatives, such as cases that have already been subject to audits, anonymised chronologies or seeking consent from individuals to share their information for the purpose of the project

DD welcomed any creative ideas to increase the number of surveys being completed which is open until 10 December. Rachele Kipling (RK) advised that due to timings of the Domestic Abuse Bill and subsequent local needs assessments, the Safe Lives surveys may have been lost amongst other similar

local surveys. DD encouraged members to share the survey links. DD advised that they have arranged interviews with survivors in Middlesbrough and Redcar but have been unable to arrange this in Stockton and Hartlepool. Safe Lives are working with OPCC to hopefully receive some nominations for the North of Tees.

RK advised that this was intended to be a short-term project, which has taken longer than expected. RK thanked Safe Lives for their continued commitment to the project.

DB enquired if MAPPA could be approached in relation to the perpetrator consultation. DB also suggested looking at national data on perpetrators as there are likely to be similar themes from a local perspective.

DD advised that the project mapping element of the project will impact on how quickly the final report will be drafted and findings presented to Board. Once the outcome of the mapping element has been established a new timeframe for conclusion of the project will be shared for approval. The report and findings will be presented to TSAB at the appropriate time.

Action Points	Action Owner	Deadline
1. Members to share survey amongst their networks	All	10/12/21
2. DD to contact MAPPA re perpetrator consultation	DD	23/12/21
3. New timeframe for conclusion of SafeLives project to be shared	DD	TBC
4. Safe Lives Report and Findings to be presented to TSAB	DD	TBC

Agenda Item 4	Service User Experience	Presenter: Chair
<p>The Business Unit have been liaising with People First to assist in asking service users / carers to attend future Board meetings to talk about their story or for this to be presented in the form of a case study. Personal experiences can be incredibly impactful and can help set the tone and discussions of meetings. The intention is for this to begin in February.</p> <p>Lorraine Garbutt (LG) advised that the opening speaker at the Trauma Informed Practice event was a person with lived experience who shared their story; the comments and feedback from delegates confirmed that this was the most impactful part of the event.</p> <p>Members were supportive of this approach.</p>		

Agenda Item 5	TSAB Quarter 2 Performance Report	Presenter: Erik Scollay / Angela Storm
<p>DB asked that for future meetings, members review the data in advance and consider any questions they would like to ask at the meetings.</p> <p>Angela Storm (AS) presented the TSAB Quarter 2 Performance Report. The following questions/comments were raised:</p> <ul style="list-style-type: none"> <li>Noted a general reduction from Safeguarding Concerns being reported from health-related settings and an increase from Police and Cleveland Fire Brigade (CFB). CFB have continued implementing their training programme to raise awareness of safeguarding and since Covid restrictions have lifted have continued to complete home visits. CFB also monitor individuals who are a high fire risk and therefore Concerns may emerge through this piece of work.</li> <li>In a small number of cases the risk remained – there are some instances in safeguarding where an individual with capacity may opt to live with a degree of risk. In future reports this figure may need to be further explained.</li> <li>There is an increasing number of Concerns linked to psychological abuse. Some work will take place to look generally at thresholds and ensuring categories of abuse are being categorised consistently across Tees. Steve Johnson (SJ) commented that CFB are reporting more Concerns, (including psychological) as these are referred when officers attend instances involving suicide risks.</li> <li>CFB are utilising technology to good effect by introducing safer tablets with safeguarding</li> </ul>		

protocols uploaded so that these can be referred to when officers are out in the community.

- More work will be done to look at individual agency data and conversion rates from Concerns to Section 42 Enquiries to establish if appropriate referrals are being submitted.
- It was noted that some Safeguarding Concerns reported from hospitals and care providers may be driven by internal procedures to escalate and report, however some of these referrals may be inappropriate. AS will continue to monitor this.
- The Board are achieving four out of five Key Performance Indicators (KPIs) however it was noted that there is some data missing from Stockton-on-Tees Borough Council (SBC) due to their transfer to the new Case Management System which is likely to be impacting on this PI.

It is difficult to draw conclusions from the data as the pandemic has impacted on many things. Nevertheless, the Performance Audit and Quality (PAQ) Sub-Group continue to monitor and analyse the data and consider what work needs to be taken forward. It has been recognised that practitioners are managing much more complex cases and that this has an impact on resources and on staff wellbeing and support.

Action Points	Action Owner	Deadline
1. Members to review data reports in advance and consider any questions they would like to ask at the meeting	All	Ongoing
2. PowerPoint slides to be circulated with the minutes of the meeting	Business Unit	21/12/21

Agenda Item 6	Sub-Group Update	Presenter: Sub-Group Chairs
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**Communication and Engagement (CE) – Neil Harrison / Amy Mahoney**

- **British Sign Language Safeguarding Video** – The group are looking to develop a BSL safeguarding video with Everyday Language Solutions, however this is on hold. There is ongoing work with Deaf Communities to improve access to information advice and raise awareness. The group are continuing to update publications to support harder to reach communities.
- **Extending our reach** by using the Access-able website which provides information on locations and venues in the public in terms of how accessible they are. Safe Places Scheme and exploring links with other initiatives.
- **Children’s Safeguarding Partnerships** - Liaising with Vulnerable Exploited Missing and Trafficked (VEMT) Communications Group; sharing of events and publications to support a more coordinated approach between children and adults safeguarding in respect of campaigns etc.
- **Annual Survey** -The Annual Consultation Surveys are now live. The closing date is Friday 4 February 2022. NH requested that members promote and share amongst their organisations, general public and service users/carers.
  - [Professionals Survey](#)
  - [General Public Survey](#)
  - [Easy Read Survey](#)
- **Digital Exclusion** – It was agreed that not everyone has access to a social media or digital platforms, there will be further work in the New Year to look to engage with the harder to reach groups.
- **Safe Places** – Annual audits ongoing - the pandemic has had an impact with some venues closing.
- **National Safeguarding Adults Week (NSAW)** - NSAW took place from 15 – 21 November 2021 with planned themed activity co-ordinated by members of the Task & Finish Group.

The Ann Craft Trust coordinated national activity. TSAB also included Self-Neglect within the local campaign following a recommendation from the SAR Sub-Group and this form of abuse being an emerging theme across learning reviews locally.

During the week prior to NSAW a ‘Back to Basics’ campaign took place to raise general awareness of safeguarding by issuing clear and simple messages.

Activity across NSAW varied widely and included a number of radio interviews targeting local

and regional listeners. A Trauma Informed Practice Learning Event involving an expert by experience speaker and other presentations from speakers on specialist topics. Launch of animated videos including 'Tricky Friends' with subtitles, launch of an easy read adult safeguarding guide, developed with Independent Voices Advocacy Group. Local Authority resident magazine articles, a targeted digital advert campaign, press releases, a bus stop campaign, displays in shopping centres, libraries, colleges, care homes, leisure centres and a focused campaign with the BME network.

There were 15,600 website views across the week, an increase of 572% compared to the week prior. The 'report abuse' page featured in the top 10 most viewed pages across the week.

A focused campaign took place in collaboration with CVFM Radio and the BME Network involving; a radio advert in English and translated into Urdu. A radio/video interview with the TSAB Independent Chair, a radio/video interview with the Chief Imam, video interview in Urdu with a senior broadcaster. A PowerPoint presentation was also shown on screen during Friday 19 November prayer at a Middlesbrough mosque.

Amy Mahoney (AM) thanked all partners for their involvement and contribution. A full evaluation of the report will be presented at the next CE Sub-Group meeting and later shared at the following TSAB.

#### **Learning Training and Development (LTD) – Patrick Rice**

The Trauma Informed Practice Learning Event took place on Tuesday 16 November as part of the work to coincide with National Safeguarding Adults Week and as an agreed action arising from the Adult F Rapid Review. Danielle Swainston from Hartlepool Borough Council, who had chaired the Rapid Review, kindly agreed to facilitate the event.

The format for the session worked well and the event was attended by 153 delegates from 41 different organisations.

The presentations were recorded and have now been made available as resources on the TSAB website. <https://www.tsab.org.uk/trauma-informed-practice-learning-event-resources/>

#### **Operational Leads (OL) – Lorraine Garbutt**

Sue Willoughby (SW) from A Way Out attended the Sub-Group to specifically talk about their work with vulnerable women who may be exploited by others, particularly sexual exploitation which may be by one man or a group of men. SW explained that the service works in a trauma informed way and remains open to women for as long as they need and want support. She talked about how they engage with vulnerable women through the assertive outreach model and the service goes to the women on the streets; Walk and Talk sessions, providing essential items including toiletries/food parcels, warm clothing and footwear. She had important messages for the Board in terms of those young women who have Adverse Childhood Experiences (ACES) and do not receive ongoing support when they reach 18. There was also discussion about the lack of work being done with perpetrators to reduce the risk of continued risk to vulnerable women.

A number of multi-agency audits have taken place and reports were shared and discussed. The schedule for audits for 2022/23 was agreed and the focus of these will include: Psychological Abuse, Team Around the Individual (TATI)/Self-Neglect, Organisational Abuse, Sexual Exploitation, Transitions – the topics chosen link in with TSAB priorities and where data or discussions inform that further probing of particular types of abuse is needed.

The group were asked by the SAR Sub-Group to reflect on a recent case where repeated falls have been evident and to consider building on work from another Safeguarding Adults Board which had developed a Falls Toolkit; a small group will take this work forward with the aim of developing some guidance/flowchart.

The first meeting of the Housing/Homelessness Task & Finish group is taking place next week.

**Performance Audit & Quality (PAQ) – Erik Scollay**

Dan Ward from SBC gave a demo of Power BI. There is an opportunity to further develop the reporting system and performance management tool in safeguarding and Further work is being undertaken to explore the viability of implementing Power BI for future reporting within Adult Safeguarding.

**Safeguarding Adults Review (SAR) Sub-Group**

3 new notifications were considered at the last SAR Sub-group meeting:

- **Case 3/21 – LLR Rapid Review** – the Business Unit will be seeking volunteers to lead the Rapid Review.
- **Case 4/21** - Agreed a Learning Briefing will be developed with the key learning points – Ruth Musicka is going to pull this together and will also speak with the coroner/family.
- **Case 5/21 – DHR** – it has now been formally agreed that this will be a DHR. There is crossover in membership between the SAR Sub-Group and DHR. The DHR will be presented back to the SAR Sub-Group once it has concluded.

**Case 2/21 – SAR Rapid Review** – Karen Rees has been secured as the reviewer. The Terms of Reference and key dates have been agreed. A Practitioners Briefing is taking place this week with a workshop to follow. To ensure that this is a ‘rapid’ SAR we will need to hold an Extraordinary Board meeting on Thursday 31 March 12:30pm – 1:30pm to accept the final report.

**Norfolk SAR – Private Hospitals-** (Joanna, Jon and Ben). This is a high-profile case and has been raised at national meetings. The three individuals were patients who resided in a private hospital and had been sectioned under the Mental Health Act. It was agreed to try and understand the current position in Tees. Jen Moore is liaising with Jean Golightly (JG) to pull together a position statement for Tees and the assurance processes that are currently in place to share at Board.

JG noted that a number of SAR Notifications have originated from LEDER Reviews – JG pointed out that this is not always because the recommendations require a closer look, but that one of the outcomes from a LEDER can be that it is forwarded for consideration for a SAR.

Action Points	Action Owner	Deadline
1. Members to circulate annual consultation survey amongst networks	All	04/02/22
2. NSAW Report to be shared at next CE/TSAB meetings	GMc	10/02/22

<b>Agenda Item 7</b>	<b>Multi-Agency Audits</b>	<b>Presenter:</b> Calum Titley / Karen Grainger
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**Discrimination - MBC**

Karen Grainger (KG) talked through the case; highlighted good practice, the key findings and areas for improvement.

Following the audit, the Safeguarding Team will now visit Roseberry Park once a week, this will give them opportunity to talk with individuals and review files. This approach also gives families and advocates the opportunity to discuss any further concerns face to face and also advice can be given to ward staff if required.

**Financial Abuse - SBC**

Calum Titley (CT) talked through the case; highlighted good practice, the key findings and areas for improvement.

CT commented that the more specific the audit themes are, the more difficult it can be to extract the information, as case management systems are not equipped to pull out specific themes (in this example; scams).



There was evidence of good practice and empowering the individual to see that they were a victim of a romance scam. A comprehensive and detailed Concern form was submitted, and it was acknowledged that if all Concerns were completed in this level of detail, there would be no need to triage and a decision could be made immediately as to whether the case meets the Section 42 criteria.

Although in this particular case the individual's views were fully respected by not reporting to the police, there could have been further conversations regarding intelligence being submitted that would potentially aid police in partnership with Action Fraud and the details forming part of wider investigations.

<b>Agenda Item 8</b>	<b>Community Risk Management Plan Proposals 2022-26</b>	<b>Presenter:</b> Steve Johnson	
SJ advised that every four years, Cleveland Fire Brigade consult with partner agencies to develop their Community Risk Management Plan. The consultation is now open and SJ encouraged partners to complete/share the survey: <a href="https://www.clevelandfire.gov.uk/crmp/">https://www.clevelandfire.gov.uk/crmp/</a>			
<b>Action Points</b>		<b>Action Owner</b>	<b>Deadline</b>
1. Members to complete/share CFB's consultation survey		All	21/01/22

<b>Agenda Item 9</b>	<b>Any Other Business</b>	<b>Presenter:</b> All	
Stuart Harper-Reynolds (SHR) commended the display within North Tees Hospital's Chapel, which shows a different perspective of a nativity scene; gender-neutral figures who are homeless with a baby. This is to raise awareness of the current issues around asylum seekers.			

Next Meeting Date: **10/02/22**  
 Time: **9:30am – 12pm**  
 Venue: **TBC**

Minutes approved by Independent Chair:



Date: 10/12/21

**Appendix 1 - Attendance Matrix**

The table below reflects named members of the TSAB, although deputies have been shaded.



<b>Company</b>	<b>25/02/2021</b>	<b>11/03/21 - DEV SESSION</b>	<b>22/04/2021</b>	<b>23/06/2021</b>	<b>23/09/2021</b>	<b>21/10/2021</b>	<b>07/12/2021</b>	<b>7</b>
Catalyst Stockton	1	0	1	1	1	0	1	71%
CCG Board Member (Tees Valley CCG)	1	0	1	1	2	2	3	86%
Cleveland Fire Brigade	1	1	1	1	1	1	1	100%
Cleveland Police	1	1	1	1	1	1	1	100%
CQC Board Member (Mlbro, Redcar, Stockton) (committed to attend 2 meetings per year)	0	0	0	0	0	0	0	0%
CQC Board Member (Hartlepool)	0	0	1	0	1	0	1	43%
Durham Tees Valley CRC	1	0	0	0	0	0	0	14%
DWP	1	1	0	0	0	2	1	57%
Hartlepool and Stockton Safeguarding Children Partnership	0	1	0	0	0	0	0	14%
HBC Board Member (Director)	1	1	1	1	1	1	1	100%
HBC Board Member (Assistant Director)	0	0	0	0	1	0	0	14%
HBC Lead Member	0	0	0	0	1	1	0	29%
Healthwatch Hartlepool	0	0	0	0	0	0	0	0%
Healthwatch South Tees	1	0	1	0	0	1	0	43%
Healthwatch Stockton	0	0	1	0	1	1	1	57%
HMP Holme House Prison	2	1	1	1	1	1	0	86%
MBC Board Member	1	1	1	1	1	1	1	100%
MBC Lead Member	1	1	1	0	0	0	0	43%
Middlesbrough & Redcar Voluntary Development Agency	1	1	1	1	1	1	1	100%
National Probation Service Cleveland	0	1	1	1	0	0	1	57%
North East Ambulance Service (attend for specific agenda items only)	0	0	0	0	0	0	0	0%
North Tees & Hartlepool NHS Foundation Trust	1	1	1	1	1	3	1	100%
Public Health	0	0	0	1	0	0	0	14%
Office of Police & Crime Commissioner (committed to 2 meetings per year)	1	1	0	0	1	1	1	71%
RCBC Board Member (Director)	0	1	0	1	0	0	1	43%
RCBC Board Member (Assistant Director)	1	1	1	0	1	0	0	57%
RCBC Lead Member	0	1	1	1	1	0	1	71%
RCBC Guest	0	0	0	0	0	1	0	14%
SBC Board Member	1	1	1	1	1	1	0	86%
SBC Lead Member	1	1	0	1	1	1	0	71%
South Tees Hospitals NHS Foundation Trust	1	1	1	1	1	1	0	86%
South Tees Safeguarding Children Partnership	1	0	0	1	0	1	0	43%

Teesside University	0	0	0	0	1	0	0	<b>14%</b>
Tees Esk & Wear Valleys NHS Foundation Trust	1	1	1	1	1	1	1	<b>100%</b>
Thirteen Housing	1	1	0	0	1	0	1	<b>57%</b>
TSAB Independent Chair	1	1	1	1	1	1	1	<b>100%</b>
TSAB Business Unit	4	6	4	4	6	4	4	<b>100%</b>