



Teeswide Safeguarding Adults Board

Meeting Date: **Wednesday 5 September 2018**

Time: **9:30am – 12pm**

Venue: **Stockton Sixth Form College**

Minutes

Attendees

Name	Role	Representing
Karen Agar	Associate Director of Nursing Safeguarding	Tees Esk & Wear Valleys NHS Foundation Trust
Ann Baxter	Independent Chair	Teeswide Safeguarding Adults Board
Cllr Jim Beall	Lead Member	Stockton-on-Tees Borough Council
Angela Connor (Part)	Service Manager	Stockton-on-Tees Borough Council
Martin Crow	Project Officer	TSAB Business Unit
Lorraine Garbutt	Business Manager	TSAB Business Unit
Elaine Godwin	Admin Officer	TSAB Business Unit
Linda Gray (Part)	Service Manager Safeguarding Adults	Newcastle City Council
Karen Grundy	Project Lead	Healthwatch Stockton
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
Steve Johnson	Area Manager – Prevention and Protection	Cleveland Fire Brigade
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
Jean Pegg	Inspection Manager	CQC
Barbara Potter	Head of Quality and Adult Safeguarding	Hartlepool & Stockton CCG and South Tees CCG
Ann Powell	Head of Cleveland Area	National Probation Service
John Rafferty	Compliance Business Partner Safeguarding	Thirteen Group
Darren Redgwell	Deputy Director of Operations	Durham Tees Valley Community Rehabilitation Company Limited
Anne-Marie Salwey	Detective Superintendent – Head of Specialist Crime	Cleveland Police
Erik Scollay	Director of Adult Social Care	Middlesbrough Borough Council
Helen Smithies	Assistant Director of Nursing Safeguarding	South Tees Hospitals NHS Foundation Trust
Zoe Sherry	Mental Health Lead	Healthwatch Hartlepool
James Steward (Part)	Service Development Lead - Safeguarding Adults	Newcastle City Council
Victoria Wilson	Head of Service – Adult Care	Redcar & Cleveland Borough Council

Apologies

Name	Role	Representing
Katherine Acheson**	Compliance Inspector	CQC
Jane Bell	Administration Officer	TSAB Business Unit
Sarah Bowman-Abouna	Interim Director of Public Health	Stockton-on-Tees Borough Council
Sharon Caddell	Project Manager	Office of Police & Crime Commissioner
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	Principal Lecturer Programmes Nursing	Teesside University
Jean Golightly	Director of Nursing	Hartlepool & Stockton CCG and South Tees CCG
Judith Gray	Volunteer Lead for Adult Learning Disabilities	Healthwatch Hartlepool
Martin Gray	Director of Children Services	Stockton-on-Tees Borough Council
Rachelle Kipling	Commissioners Officer	Office of Police & Crime Commissioner
Elizabeth Moody	Director of Nursing and Governance	Tees Esk & Wear Valleys NHS Foundation Trust
Ann Workman	Director of Adults and Health	Stockton-on-Tees Borough Council
Cllr Steve Thomas	Lead Member	Hartlepool Borough Council
Lindsey Robertson	Director of Nursing, Patient Safety & Quality	North Tees & Hartlepool NHS Foundation Trust
Christine Wharton**	Inspection Manager	CQC

Absent

Name	Role	Representing
Natasha Judge**	South Tees Healthwatch Manager	Middlesbrough, Redcar & Cleveland
John Lovatt	Assistant Director	Hartlepool Borough Council
Mel Newton	Senior Lecturer in Nursing from the School of Health and Social Care	Teesside University
Patrick Rice	Interim Director Adult Care & Health	Redcar & Cleveland Borough Council
Steve Rose	Chief Executive	Catalyst
Cllr Julia Rostron	Lead Member	Middlesbrough Borough Council
Jo Tate	Health & Social Care Lead	HMP Holme House Prison

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

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 Ann Baxter (AB) welcomed new members and guests.		

Agenda Item 2	Minutes from the meeting held on 29/06/18	Presenter: Chair
The minutes from the meeting held on 29 June 2018 were agreed as a true and accurate record.		

Matters Arising

• Strategic Meeting with LSCBs Feedback

A meeting has been held with strategic leads across a number of partner agencies to discuss the impact of the Children and Social Work Act. There is a need to work together and have more flexible arrangements, however it is not known exactly how the Local Safeguarding Children Boards will evolve. Another meeting is scheduled in the next few weeks and feedback will be provided to the Board.

• Deputy Chair of TSAB

AB advised that there is a vacancy for deputy chair of the Board. AB asked if anyone was interested in volunteering to inform Lorraine Garbutt (LG).

• Independent Chair 360 Feedback

The 360 degree feedback form is now available online for members to complete. LG explained that the submissions feed into discussions at the Independent Chair's Appraisal in October and is led by Neil Schneider (Chief Executive of Stockton-on-Tees Borough Council). The feedback form can be completed anonymously and information is handled confidentially. LG encouraged members to dedicate some time to complete – the deadline date is 14 September.

Action Points	Action Owner	Deadline
1. Feedback on LSCBs to be discussed at the next meeting	Chair	01/11/18
2. Volunteers for TSAB Deputy Chair to inform LG	All	01/11/18
3. Members to complete 360 Feedback Form	All	14/09/18

Agenda Item 3	Joint Case Review – Operation Sanctuary	Presenter: Linda Gray / James Steward
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Linda Gray (LGr) and James Steward (JS) gave a presentation to Board members. The focus was around a joint serious case review concerning sexual exploitation of children and adults with care and support needs in Newcastle-upon-Tyne.

The investigation 'Operation Sanctuary' began in 2015 when there was increased awareness of the prevalence of sexual exploitation. The Review was led by David Spicer along with an Independent Review team who had experience in a variety of areas. The Report was published in February 2018 and includes a number of local and national recommendations.

LGr reflected that there had to be a significant shift in the way in which professionals worked with the victims, particularly on a multi-agency basis. LGr explained that in order to tackle this issue every SAB needs guidance on sexual exploitation that spans across children and adults. Steps have been taken in Newcastle to close the gap between children and adult workers. LGr also expressed the importance of senior staff being engaged at a strategic level to improve responsiveness and agree priorities. All agencies need to be proactive in identifying sexual abuse.

Some key themes emerged from the review:

- Ongoing and increasing risks as children approach 18 years of age (transition)
- It was evident that attitudes and practices needed to change, particularly working with the victims; safeguarding first, supporting, *then* evidence gathering (rather than evidence being the priority)
- Partnerships/multi-agency working and information sharing – a whole system approach
- A number of victims had a learning difficulty but this had not been formally diagnosed and therefore their level of vulnerability may not have been recognised
- There is a need for long term support - victims may not perceive what has happened to them as abuse or may not wish to give evidence. However, with support they may feel comfortable to do so when the time is right for them
- The review showed that perpetrators were very skilled at identifying vulnerability, whether this was age, a learning difficulty, mental health, drug and/or alcohol issues or homelessness. As a result, one of the national recommendations is to conduct some research around understanding the profile of sexually abusive perpetrators

- There was a perception from some of the victims that abuse only happens to children and that once they had become an adult there was no abuse to report.

JS encouraged members to read the full report, which can be found [here](#).

It was acknowledged that although the report identified areas of good practice there were some key learning points:

- Multi-Agency / co-located teams in a neutral location; police buildings or council buildings may be seen as intimidating to victims
- Effective joined up approach to support victims and disrupt perpetrators
- Transition - Newcastle City Council (NCC) have launched a transition protocol since the review
- Review arrangements in court to support victims to give evidence (this includes preparation for court, as well as attendance on the day and support afterwards)
- All victims had contact with sexual health services – potential for professional curiosity to identify safeguarding concerns
- Support for staff in supervisions and counselling if required
- Sexual exploitation of boys and young men – a small number of incidents have been recorded – is this being under-reported?

AB reflected that the TSAB has challenges around cross boundary working and the interface between Adults and Children services. Cllr Jim Beall (JB) asked if there was any particular advice for Councillors. It was noted that Councillors have an opportunity to raise awareness of sexual exploitation and also to spot the signs of sexual abuse.

Victoria Wilson (VW) enquired if there was any advice in relation to appropriate accommodation. LGr indicated that there is a shortage of appropriate accommodation and that in some instances NCC have had to use the Court of Protection or Deprivation of Liberty Safeguards in order to safeguard individuals. NCC are looking into plans around social housing and carefully reviewing the use of private housing. Secure accommodation is also an issue when a person approaches their 18th birthday as they may have to move – some further work is being done around this.

Helen Smithies (HS) felt that there should be adult workers at VEMT meetings. HS enquired if there are supervision arrangements in place between public health and sexual health; this could perhaps be explored further. HS highlighted that it is important to remember the issue around capacity being decision and time specific and that a person ‘cannot consent to their own abuse’ regardless of age.

LGr and JS offered their ongoing advice and support to Board members; NCC are happy to share any protocols, sexual exploitation tools etc. that may be of use.

AB requested the SAR Sub-Group considers the learning from Operation Sanctuary and develops an action plan.

Action Points	Action Owner	Deadline
1. LGr to send copy of transition protocol and for this to be circulated with the minutes of the meeting	LGr	19/09/18
2. SAR Sub-Group to review learning from Operation Sanctuary and develop an action plan	HS	12/11/18
3. Contact details for LGr and JS to be circulated with the minutes of this meeting	GMc	19/09/18

Agenda Item 4	Stockton-on-Tees Borough Council High Risk Panel	Presenter: Angela Connor
Angela Connor (AC) advised that Stockton-on-Tees Borough Council (SBC) have developed some draft Terms of Reference for a High Risk Panel. This is to establish a multi-agency way of supporting work on complex and/or high risk cases such as self-neglect, substance misuse etc. It was acknowledged that there are similar forums in other Local Authorities (LA), AC requested feedback on SBC’s model and to ask that the Board approves this approach.		

The meetings will be held initially on a bi-monthly basis. AC indicated that core membership of the High Risk Panel is very much in draft and that it may not be necessary to invite all agencies at once. Ann Powell (AP) and Darren Redgwell (DR) requested that they are included as members, but that they would not necessarily be core members and only attend when necessary. Children workers may also need to be considered as discretionary members. John Rafferty (JR) will attend on behalf of Thirteen Housing and Cath Galloway (CG) will be the Police representative. Barbara Potter (BP) indicated that she would attend the first meeting to decide who is best placed from a health perspective. Stuart Harper-Reynolds (SHR) will attend if required.

SHR asked if all panels across each of the LAs could have the same name to avoid confusion. It would also be beneficial to have the same criteria for referral across all four. Members agreed that there should be a move towards a consistent model across Tees, but that SBC should set up an initial meeting to agree the ToR. All 4 Chairs should get together with a view to standardise the framework within a specific time frame. Discussions will then take place at the Policy Procedures and Practice Sub-Group.

Action Points	Action Owner	Deadline
1. AC to amend ToR membership	AC	19/09/18
2. Arrange meeting with the four 'high risk panel' chairs to discuss standardisation across Tees	AC	14/02/19
3. Standardised framework to be discussed at PPP	AW	01/04/19

Agenda Item 5	TSAB Strategic Plan	Presenter: Chair
The Strategic Plan Framework has been published online. All work plans have been ratified by the Sub-Groups with the exception of the Learning Training & Development (LTD) Sub-Group. Subject to LTD Sub-Group members agreeing their work plan, the Strategic Plan was ratified by Board members.		
Action Points	Action Owner	Deadline
1. LTD to consider and agree their work plan	JH	17/09/18

Agenda Item 6	TSAB Annual Report	Presenter: Chair
<p>AB requested feedback from members. The following points were raised:</p> <ul style="list-style-type: none"> • Can the wording be simplified? • Does the executive summary add any value? • Does the Board Partners' Summary add any value? Could this be summarised to something more general? • Is the regional section relevant as the Board has not yet started on these pieces of work? • Further analysis of data and performance information is required • Can the voice of the adult be included? The relevance of this often causes debate at Scrutiny meetings and Health & Wellbeing Boards as the voice of one person does not necessarily represent the general public as a whole • Who is the target audience for the report? This will help to determine the content and how it is presented. • Make more use of infographics – strategic leads often find this helpful to interpret key messages quickly • Could the report include links to further information and have a simple and short report as the main document? • The title needs to be clearer on the front page <p>AB asked that all members dedicate some time read through the Annual Report objectively and provide constructive feedback to the Business Unit by 30 September. The final version of the report will be presented at the November meeting.</p>		
Action Points	Action Owner	Deadline
1. Members to provide feedback to Business Unit on Annual Report	All	30/09/18
2. Final draft of Annual Report to be discussed at November meeting	All	01/11/18

Angela Legg (AL) highlighted the following key points:

- The highest number of Concerns has been recorded for Tees during the reporting year 2017/18. It was acknowledged that this is resulting in greater work pressures on the Safeguarding Operational Teams.
- The main types of abuse/risk continues to be Neglect & Acts of Omission and Physical
- The most common locations of risk continues to be in Care Homes and a person's Own Home – this differs to the national trend which shows more Safeguarding activity in peoples Own Homes. It may be that further exploration work is required to understand why a high percentage do not proceed to a Section 42 Enquiry.
- The most significant change is the number of Section 42 Enquiries reported in the hospital / health setting category (twice the amount than the previous year).
- 10 services were placed into the Responding to and Addressing Serious Concerns procedure.
- There has been an increase in the number of Section 42 Enquiries in relation to Sexual Exploitation
- A large proportion of Self-Neglect Concerns do not proceed to a Section 42 Enquiry and more than half of Domestic Abuse cases do not progress.
- A high proportion of the 'physical' category relates to Incidents between Residents and a high percentage do not progress to a Section 42 Enquiry. A Task & Finish Group are looking to compile some guidance around Incidents between Residents.
- Financial Abuse in Care Homes has seen an increase in the last quarter of the year, this was due to one isolated incident
- TEWV have recorded a decrease in the number of contacts reported into Safeguarding. Karen Agar (KA) advised that this could be due to an increase in staff knowledge and when to submit appropriate Safeguarding Concerns. This is being monitored and the Board will receive further clarification next year.
- STHFT has recorded a slight decrease in the number of Concerns referred to the Local Authority. Helen Smithies (HS) advised that STHFT computer management system has improved which allows for more accurate recording.
- Cleveland Police has reported an increase in recorded crimes and number of Domestic Abuse crimes. Many domestic abuse incidents involved a repeat victim (although the repeat figures have decreased since the previous year).
- Anne-Marie Salwey (AMS) indicated that Domestic Abuse is a key focus area for the Police, however the Transformation Fund will end in April 2019. Cleveland Police are hoping to sustain this model through other means. There is currently a restructure within the Force and an opportunity to look at a whole system approach, particularly around Domestic Abuse.
- The Vulnerable Adults Unit has seen an increase in the number of referrals received. The Police referral criteria has been re-circulated as a reminder to partners around appropriate referrals.
- Cleveland Fire Brigade identified more Safeguarding cases through their engagement work. This could be a result of the increase training which has been undertaken with their employees with more the 90% of staff completing Safeguarding Training. A number of Adult Safeguarding Concerns were submitted by the Fire Brigade, with the majority of cases identifying Self-Neglect issues.

HS enquired if the Trust information can be standardised and report against the categories of abuse. Some work has already been done to standardise themes, but AL will look further into the reporting categories.

John Rafferty (JR) commented that the conversion rate for Self-Neglect seems low. This category of abuse links to the high risk panels previously mentioned and indicates that perhaps there are other ways to deal with self-neglect. LG indicated that the Board published the Self-Neglect Policy and Guidance last year, but it is too early to see if this has had an impact. It was noted that there are no regional or national comparators at this time, however the national data is due for publication in November.

VW suggested that the disparity between reporting Concerns from Care Homes and Own Home could indicate under reporting within the community.

Erik Scollay (ES) felt that the data is becoming more useful, however we are still unable to make direct comparisons as procedures are interpreted differently. It was noted that there has previously been an operational audit, where it was acknowledged that each LA does work differently but that members are happy with this. ES suggested that the Board could have conversations around what areas *can* be the same. For example, when is a Safeguarding Concern counted as a Concern? It may be that it is a commissioning issue or a complaint for example. It was noted that the multi-agency audit on 'No Further Action' may pick up on some of these elements. Cllr JB commented that it is also about whether the referral is appropriate from the sender and not just the consistency of response. It was agreed that this subject will be raised at the PAQ Sub-Group meeting to establish next steps.

Action Points	Action Owner	Deadline
1. AL to consider standardisation of Trust data	AL	Ongoing
2. CE to consider awareness raising within the community (e.g. waste disposal operators etc.)	SR	03/12/18
3. Consistency of recording Concerns to be discussed at PAQ	ES	26/11/18

Agenda Item 8	Update from Sub-Groups	Presenter: Sub-Group Chairs
<p>Communication & Engagement</p> <ul style="list-style-type: none"> • LG extended her thanks to Neil Harrison from Hartlepool Borough Council (HBC) who chaired the CE Sub-Group on a temporary basis. Steve Rose from Catalyst has volunteered to be chair going forward. • An annual calendar of regional and national events/campaigns will be collated to help focus the direction of the work plan • The group discussed the annual report • The Prevention leaflet has now been published and is available on the Board's website <p>Learning Training & Development</p> <ul style="list-style-type: none"> • The Challenge of Prevention Conference took place in July. It was very well attended and feedback has been positive. <p>Operational Leads</p> <ul style="list-style-type: none"> • An MCA Survey has been circulated to partners for front line staff to complete and the deadline is approaching. This will give an indication of how well mental capacity is understood and also links in to one of the actions from the SAR3 action plan. • MATAC is a new initiative that looks at perpetrators of domestic abuse. Two meetings have been held to date. Cleveland Police are hoping to measure the impact of this group in April 2019. <p>Performance Audit & Quality</p> <ul style="list-style-type: none"> • Discussed individual Quarter 4 performance reports and the TSAB End of Year Report • Updated on Quality Assurance Framework (QAF) progress • Some discussions around financial pressures within organisations and whether this should added to the Board's Risk Register. LG explained that the Risk Register will be reviewed at the next meeting now that the Strategic Plan has been approved. 		

Policy Procedures and Practice

- The workload for the Sub-Group is diminishing now that a number of policies and procedures have been developed, implemented and reviewed. It may be that the group meets less frequently. AB is discussing further with Ann Workman (chair of the PPP Sub-Group).
- South Tees Hospitals NHS Foundation Trust (STHFT) have developed a one-page prompt sheet in conjunction with North Tees & Hartlepool NHS Foundation Trust (NTHFT). This is to remind staff that a professional visitor should carry out their visit with a member of staff from the care home. Both Trusts have a Visiting Procedure that underpins the prompt sheet. Barbara Potter (BP) indicated that she would check how this works in practice. It was agreed to add Tees Esk & Wear Valley's (TEWV) logo to the prompt sheet. It was suggested that the prompt sheet is shared at the Provider Forums.
- A Task & Finish Group has reviewed the Concern Form: more emphasis has been placed on mental capacity and seeking the person's views. The criteria of a Section 42 Enquiry has also been highlighted to ensure referrers consider care and support needs at the point of raising a concern – further detail has been included within the guidance.
- The Concern Form (Welfare Notice) for banks was agreed at the last Board meeting, however some important changes need to be made and therefore has not yet been implemented.
- Two Local Authorities (LAs) have come across difficulties when asking other organisations to complete a Section 42 Enquiry on their behalf. The Sub-Group felt that a standard letter could be drafted to formalise the request- there has been some debate around this. TEWV have provided an example letter from York. This item will be carried forward to the next TSAB meeting.

Safeguarding Adults Review

Due to the confidential nature of this Sub-Group the content has been removed for public viewing.

Action Points	Action Owner	Deadline
1. Risk Register to be reviewed at next Board meeting	All	01/11/18
2. TEWV's logo to be added to Visiting Professional's Prompt Sheet and TSAB's to be removed	Business Unit	01/11/18
3. Visiting Professional's prompt sheet to be raised at Provider Forums	LAs	01/11/18
4. Request to carry out Section 42 Enquiries to be discussed at the next Board meeting	AW	01/11/18

Agenda Item 9	Safeguarding Concerns – Holme House Prison	Presenter: Jo Tate
Due to the absence of Jo Tate, this item was carried forward.		
Action Points	Action Owner	Deadline
1. Safeguarding Concerns in Holme House Prison to be carried forward	JT	01/11/18

Agenda Item 10	Redcar & Cleveland Borough Council Prevent Report	Presenter: Victoria Wilson
Due to time constraints, this item was carried forward.		
Action Points	Action Owner	Deadline
1. RCBC Prevent Report to be carried forward	VW	01/11/18

Agenda Item 11	Any Other Business	Presenter: All
<ul style="list-style-type: none"> • Visit to Merseyside SAB Merseyside SAB have similar arrangements to the TSAB as they are a multiple LA SAB. LG and AB met with the Business Manager recently to discuss what could be learned from each other and ongoing peer support. • Online Agendas for Sub-Groups The Business Unit are considering uploading the Sub-Group agendas online. LG asked Sub-Group chairs present if they were happy with this proposal. Agreed. 		

- **Healthwatch Stockton 2017/18 Annual Report**

Karen Grundy (KG) shared Healthwatch Stockton's Annual Report. KG advised that they are completing a key piece of work with Care Home residents, families, carers and staff about the quality of care. An initial report will be produced in October with the full report being published in December.

- **Intercollegiate Document**

The Intercollegiate Document has been published. BP will prepare a summary of the key issues for the Board.

Action Points	Action Owner	Deadline
1. Summary of intercollegiate document to be discussed at the next Board meeting	BP/JG	01/11/18

Next Meeting Date: **Thursday 1 November 2018**

Time: **9:30am – 12pm**

Venue: **Stockton Sixth Form College**

Minutes Agreed by Independent Chair:



Date: 20/09/18

Appendix 1 - Attendance Matrix

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

The table does not include attendance at the Board's Development Day on 07/03/2018.

Company	22/02/2018	24/04/2018	29/06/2018	05/09/2018	4
CCG Board Member (Hartlepool & Stockton CCG and South Tees CCG)	2	1	0	1	75%
Cleveland Fire Brigade Board Member	0	1	0	1	50%
Cleveland Police Board Member	1	1	1	1	100%
CQC Board Member (committed to attend 2 meetings per year)	1	0	1	1	75%
Durham Tees Valley Community Rehabilitation Company	0	0	1	1	50%
HBC Board Member	1	1	1	1	100%
HBC Assistant Director	0	0	0	0	0%
HBC Lead Member	1	1	1	0	75%
Healthwatch Hartlepool	0	0	1	1	50%
Healthwatch South Tees (committed to attend 2 meetings per year)	0	0	0	0	0%
Healthwatch Stockton (Member since October 2017)	1	0	0	1	50%
HMP Holme House Prison	0	0	0	0	0%
Housing (Member since September 2017 - new safeguarding lead appointed August 2018)	0	0	0	1	25%
MBC Board Member	1	1	1	1	100%
MBC Assistant Director (N/A)	0	0	0	0	0%
MBC Lead Member	0	0	0	0	0%
Middlesbrough & Redcar Voluntary Development Agency (Member since December 2017)	1	1	1	1	100%
National Probation Service Cleveland	1	1	0	1	75%
North East Ambulance Service (attend for specific agenda items only)	0	0	0	0	0%
North Tees & Hartlepool NHS Foundation Trust	1	1	1	1	100%
Public Health (Member since September 2017)	1	1	0	0	50%
Office of Police & Crime Commissioner (Member since February 2018)	1	0	1	0	50%
RCBC Board Member	1	1	1	0	75%
RCBC Assistant Director	0	0	0	1	25%
RCBC Lead Member	0	0	0	0	0%
SBC Board Member	1	1	1	1	100%
SBC Assistant Director (N/A from January 2018)	0	0	0	0	0%
SBC Lead Member	0	1	0	1	50%
South Tees Hospitals NHS Foundation Trust	1	1	1	1	100%
Teesside University	1	0	1	0	50%
Tees Esk & Wear Valleys NHS Foundation Trust	1	1	1	1	100%
TSAB Independent Chair	1	1	1	1	100%
TSAB Business Unit	6	4	4	5	100%
Voluntary Sector (Catalyst)	1	0	1	0	50%