



## Teeswide Safeguarding Adults Board

Meeting Date: **22/04/21**  
 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
Lynn Beevers	Principal Social Worker	Middlesbrough Borough Council
Darren Best	Independent Chair	Teeswide Safeguarding Adults Board
Philip Bond (Part)	Detective Superintendent – Safeguarding Lead	Cleveland Police
Jon Carling	Chief Executive	Catalyst Stockton
Sarah Corrigan	Strategic Development & Communications Officer	Healthwatch South Tees
Cllr Dorothy Davison	Lead Member	Middlesbrough Borough Council
Helen Dawson (Part)	Field Intelligence Officer	Home Office
Olly Duncan	Hub Manager (Stockton and Hartlepool Districts)	Cleveland Fire Brigade
Jean Golightly	Director of Nursing & Quality	Tees Valley CCG
Joanne Gamble	Assistant Director of Nursing Safeguarding	South Tees Hospitals NHS Foundation Trust
Lorraine Garbutt	Business Manager	TSAB Business Unit
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
Natasha Judge (Part)	Healthwatch Manager	Healthwatch Stockton-on-Tees
Peter Laws (Part)	Field Intelligence Manager	Home Office
Amy Mahoney	Project Officer	TSAB Business Unit
Gina McBride (Minutes)	Admin and Information Officer	TSAB Business Unit
Mike Milen***	Chief Executive	Redcar & Cleveland Voluntary Development Agency
Michelle Monty	Inspector	CQC Hartlepool
Cllr Mary Ovens	Lead Member	Redcar & Cleveland Borough Council
Ann Powell (Part)	Head of Cleveland Area	National Probation Service
Helen Richmond	Safer Custody and Equalities Hub Manager	HMP Holme House Prison
Angela Storm	Data Analysis and Performance Monitoring Officer	TSAB Business Unit
Victoria Wilson	Assistant Director of Adult Care	Redcar & Cleveland Borough Council
Ann Workman	Director of Adults and Health	Stockton-on-Tees Borough

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<b>Apologies</b>		
<b>Name</b>	<b>Role</b>	<b>Representing</b>
Jane Bell	Administration Officer	TSAB Business Unit
Sarah Bowman-Abouna	Director of Public Health	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
Ryan Haigh (Part)	Durham and Tees Valley Senior Safeguarding Leader	Department for Work and Pensions
Steve Johnson	Area Manager – Prevention and Protection	Cleveland Fire Brigade
Rachelle Kipling	Temporary Assistant Chief Executive	Office of Police & Crime Commissioner
Cllr Sue Little	Lead Member	Hartlepool Borough Council
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
Elizabeth Moody	Director of Nursing and Governance	Tees Esk & Wear Valleys NHS Foundation Trust
John Rafferty	Compliance Business Partner - Safeguarding	Thirteen Group
Darren Redgwell	Deputy Director of Operations	Durham Tees Valley Community Rehabilitation Company Limited
Patrick Rice	Corporate Director of Adults and Communities	Redcar & Cleveland Borough Council
Erik Scollay	Director of Adult Social Care	Middlesbrough Borough Council
Karen Sheard	Deputy Chief Nurse	North Tees and Hartlepool NHS Foundation Trust
Leanne Stockton	Business Manager	Hartlepool & Stockton Safeguarding Children Partnership
Katie Tucker	Inspector Lead	CQC (Hartlepool)
Sarah Wilson	Head of Safer Prisons and Equality	HMP Holme House Prison

<b>Absent</b>		
<b>Name</b>	<b>Role</b>	<b>Representing</b>
Christopher Akers-Belcher	Chief Executive	Healthwatch Hartlepool
Gary Watson	Business Manager	South Tees Safeguarding Children Partnership
Christine Wharton**	Inspection Manager	CQC (South Tees and Stockton)

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

**Copies:** Chris Brown; Caroline Gallilee; Emily Gill; Emily Gibson; Suzanne Glass; Lorna Harrison; Neil Harrison; Nigel Hart; 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 and apologies noted.		

Agenda Item 2	Agency Workers in Care Settings	Presenter: Chair
<p>Peter Laws (PL) and Helen Dawson (HD) informed members of emerging safeguarding concerns (locally and nationally) linked to agency workers in care settings. Illegal working is a complex issue and can often be underpinned by other forms of exploitation such as human trafficking.</p>		
<p>Registered care providers are monitored and regulated by CQC, where there are strict checks in place regarding employees and their competence. However, the Home Office are aware that agency staff provided by recruitment agencies do not always fall under the same level of scrutiny.</p>		
<p>Care providers need to be vigilant and request to see identification, DBS and qualifications before an agency worker starts work.</p>		
<p>The Home Office are working with CQC, Local Authorities (LAs), NHS and Police to raise awareness of this issue, but would like to branch out further and welcomed the opportunity to speak at TSAB for further direction. It was suggested that colleagues from the Home Office attend each of the LA provider forums. HD welcomed any other members to make suggestions and she is happy to attend any other meetings. HD also reiterated if there are any immigration concerns to contact her.</p>		
<p>Michelle Monty (MM) advised that she will raise this with providers, to ensure that they are carrying out appropriate checks. It may be that CQC provide them with a checklist of things to ask for. MM will liaise with Christine Wharton (CW) to ascertain if a specific project could be carried out, where CQC raise awareness with providers and when inspecting premises establish if this is an issue across Tees.</p>		
<p>Jon Carling (JC) informed that there are strong voluntary sector networks with organisations who work with refugees and asylum seekers. JC is happy to support.</p>		
<p>Stuart Harper-Reynolds (SHR) enquired if there are any tips for providers to identify false documentation. HD advised that there is some training available via <a href="http://www.gov.uk">www.gov.uk</a> that she will share.</p>		
<p>Following the meeting the links below were provided:</p> <ul style="list-style-type: none"> <li>• Information to assist with the detection of false documents: <a href="https://www.gov.uk/government/publications/recognising-fraudulent-identity-documents">https://www.gov.uk/government/publications/recognising-fraudulent-identity-documents</a></li> <li>• PRADO – an EU website which shows how genuine passports, ID cards and driving licences should look and examples of forgery detection points: <a href="https://www.consilium.europa.eu/prado/en/prado-start-page.html">https://www.consilium.europa.eu/prado/en/prado-start-page.html</a></li> <li>• Full guidance for employers on right to work checks: <a href="http://www.gov.uk/government/publications/right-to-work-checks-employers-guide">www.gov.uk/government/publications/right-to-work-checks-employers-guide</a></li> <li>• Employer’s right to work checklist, which outlines acceptable proof of right to work for employers and how to conduct the checks: <a href="https://www.gov.uk/government/publications/right-to-work-checklist">https://www.gov.uk/government/publications/right-to-work-checklist</a></li> </ul>		
Action Points	Action Owner	Deadline
1. Circulate HD and PL contact details with the minutes	GMc	06/05/21
2. Members to contact HD and PL to invite to any relevant forums or meetings	All	23/06/21
3. HD and PL to be invited to Provider Forums	LA Reps	23/06/21
4. MM to liaise with CW re CQC raising awareness/inspecting premises	MM	23/06/21
5. HD to provide link to training video (re identifying fraudulent documents)	HD	06/05/21

Agenda Item 3	Drug Related Death Reviews	Presenter: Tom Le Ruez
<p>This item has been deferred to a future meeting, when public health colleagues from Stockton are able to attend.</p>		
Action Points	Action Owner	Deadline
1. Drug Related Death Reviews to be carried forward to a future	Public Health	TBC

meeting		
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Agenda Item 4	Sub-Group Update	Presenter: Sub-Group Chairs
<p><b>Communication and Engagement (CE) - Neil Harrison</b></p> <ul style="list-style-type: none"> <li>• <b>Annual Communication and Engagement Report</b></li> </ul> <p>Neil Harrison (NH) talked through the highlights from the CE Report, a copy of the report will be published on the TSAB website. NH commented that it has been a troublesome year due to Covid-19 and the focus of the group has naturally shifted to raising awareness via social media and other remote mediums.</p> <p>The top three priorities identified from the annual survey will be included within the Strategic Plan 2021-2022:</p> <ul style="list-style-type: none"> <li>○ Continue to improve general awareness of safeguarding and how people can protect themselves</li> <li>○ Help efforts to reduce loneliness and isolation</li> <li>○ Concentrate efforts on preventing adult abuse and neglect</li> </ul> <p>The following points will also be considered:</p> <ul style="list-style-type: none"> <li>○ Ensure professionals understand the importance of assessing and evidencing mental capacity effectively</li> <li>○ Ensuring people feel more informed about Modern Slavery and Organisational Abuse</li> <li>○ Work more closely in engaging local communities to help improve services</li> <li>○ Focus on the impact of the Covid-19 pandemic in order to carry out an accurate assessment of venues that continue to be Safe Places across Tees</li> </ul> <p>Jill Harrison (JH) commented that loneliness and isolation is a challenge and it would be helpful for other areas to share how they have tackled this issue. JH advised that HBC are learning from the pandemic to improve their support services.</p> <ul style="list-style-type: none"> <li>• <b>CE Budget</b></li> </ul> <p>It has been agreed that the CE Sub-Group will have a set budget to cover their ambitious plans throughout the year. NH was grateful to partners who approved this.</p> <ul style="list-style-type: none"> <li>• <b>Awareness Raising Themes</b></li> </ul> <p>The ‘Spotlight On...’ campaigns will continue, with a focus on support services in July, loneliness and isolation in October as well as promoting Modern Slavery Day in October. The CE Sub-Group will also be taking part in the National Safeguarding Awareness Week coordinated by the Anne Craft Trust in November.</p> <p><b>Learning Training and Development (LTD)</b></p> <p>In the absence of Patrick Rice (PR), Victoria Wilson provided an update on the recent LTD meeting.</p> <ul style="list-style-type: none"> <li>• <b>Annual Training Report</b></li> </ul> <p>VW thanked the Business Unit for pulling together the report which shows training activity for 2019-20 compared to 2020-2021. It is encouraging that despite such a challenging year due to Covid-19 people are still finding time to access training.</p> <p>Course delivery has been adapted to remote learning and moving forward it is hoped that a more blended approach can be used. Learners have provided positive feedback around the smaller ‘bitesize’ training sessions, which are easier to fit in to their day and without the need to travel. Some more complex courses may return to face to face delivery when it is safe to do so.</p> <p>The Sub-Group has suggested looking into developing some animation videos; options around this are being explored.</p> <ul style="list-style-type: none"> <li>• <b>Liberty Protection Safeguards (LPS)</b></li> </ul>		

The LPS Regulations and Code of Practice will not be available until the summer and therefore training has not yet taken place. A significant proportion of the training budget has been ringfenced to deliver this training when possible.

- **Training Plan / Budget**

Online delivery has saved money on room hire; there is an underspend which will be carried over to 2021-2022. Section 117, Care Act, Human Rights Act and Mental Capacity Act at an advanced level has been requested. The Sub-Group will need to prioritise courses as the Business Unit may struggle to deliver additional training. VW enquired if the Board were happy with the training plan and the mix of single agency training vs multi-agency training.

Jean Golightly (JG) advised that from a National Health Service perspective, they are preparing to deliver training to support LPS which will be bespoke to health services. The Sub-Group will need to consider what already exists. DB asked the Sub-Group to do a scanning exercise to establish what training is already available so that efforts are not duplicated, but to continue to assess any gaps in training that are required. LG provided assurance that conversations continue within the Sub-Group to hold on delivering LPS training until we know what is being delivered elsewhere. NH advised that all training providers within the North East region are waiting until the regulations have been released, before they deliver any training. The significant reforms will have financial and resource implications for organisations.

Phil Bond (PB) enquired if there is data available on police applicants and attendance for training courses. The Business Unit is able to provide this information.

DB made some observations from the annual training report; self-neglect training appeared to be in high demand, however when promoted not all places were filled. Legal Literacy had high demand which was met. The Sub-Group will need to consider if the Board are putting on enough of particular courses to meet demand.

JG commented that the report was helpful, but questioned how the Board can be assured that training is making a difference. The Board's priorities will be linked to performance data wherever possible and this will continue to be developed over time.

### **Operational Leads – Lorraine Garbutt**

Lorraine Garbutt (LG) advised that there has not been a meeting since the previous Board, however a development session has taken place. This covered a similar format to the Board's development day and also included presentation of three Team Around the Individual cases for discussion. This showed the complexity of some of the cases being discussed in this forum and included; drug and alcohol misuse, anti-social behaviour, accommodation issues, mental health and lack of engagement with services. Also evident was unresolved trauma and the ongoing impact on people's lives.

The group also discussed the six suggested aims for the Board's new strategic plan and the views of members have been included in the draft document; service user involvement, training needs, learning from Covid-19 and resilience of organisations, transitions and involvement of communities.

DB commented that the development session was extremely useful with interesting discussions.

### **Performance Audit and Quality**

Erik Scollay (ES) has sent apologies for the meeting and advised that he will provide a written update. This has not yet been received; a copy will circulate with the minutes.

### **Safeguarding Adults Review – Jill Harrison**

- **Learning from Josh and Adult C Reviews**

JH advised that discussions within the Sub-Group are ongoing about how we evidence that learning is embedded. The Sub-Group will be looking at how other SABs evidence this to see if we can try a different approach for TSAB. JH will discuss further at the September Board meeting.

**SOME CONTENT HAS BEEN REMOVED DUE TO ITS CONFIDENTIAL NATURE**

- **Adult D - Learning Briefing**

The action plan for this case continues to be monitored. JH requested that Board members please share the learning briefing amongst their networks.

<https://www.tsab.org.uk/wp-content/uploads/2021/04/Adult-D-Learning-Briefing-v2-1.pdf>

- **PAs / Non-Regulated Services**

This discussion came from a Serious Case Review and the challenges around people who have personal budgets and employ their own personal assistants. This can sometimes be a cause for concern in terms of employment checks and suitability of the employee. MM advised that CQC could work together with the LAs to develop some guidance/resources based on best practice for those who employ personal assistants that could be shared across Tees.

- **Learning from SARs / DHRs**

DB advised that he met with JH and CSP colleagues to discuss how we can work better together; a joint protocol will be developed to outline when TSAB, CSPs and the Safeguarding Children Partnerships need to consider each other within their notification processes and to disseminate learning from completed reviews.

Action Points	Action Owner	Deadline
1. CE Annual Report to be added to TSAB website	AM	06/05/21
2. Business Unit to send police training information	Business Unit	13/05/21
3. PAQ update to be circulated with minutes	ES/ Business Unit	06/05/21
4. Evidenced approach to embedded learning to be discussed at September Board meeting	JH	23/09/21
5. Members to share Adult D Learning Briefing	All	13/05/21
6. CQC to work with LA colleagues re PAs / non-regulated services	CQC / LAs	21/10/21

Agenda Item 5	Draft Strategic Plan 2021-2022	Presenter: Chair
<p>Following discussions at the TSAB development session, the four previous aims have now been changed to six aims, with statements underneath to reflect the voice of the adult. Members liked the '1 statements', however some additional wording may be required to clarify the Board's role. DB commented that perhaps the vision statement could be modified or a statement could be added around assurance, but is mindful that the Business Unit does carry out some of the actions within the plan.</p> <p>It was also questioned whether the business cycle needs to be reviewed, so that the strategic plan is drafted and approved, ready to start on 1 April. Timing will need to be considered as the annual survey feeds into the Board's priorities.</p> <p>DB advised that the discussions from the development session have been pulled together into short, medium and long-term priorities. This will be discussed with the statutory partners first before being brought to the Board for a wider discussion.</p>		
Action Points	Action Owner	Deadline
1. Amend strategic plan based on discussions above	LG	ASAP
2. Consider reviewing business cycle	Business Unit	23/06/2021
3. Short, medium and long-term priorities to be discussed at a future meeting	All	23/06/2021

Agenda Item 6	NICE Guidance for Safeguarding Adults in Care Homes	Presenter: Chair
<p>NICE have produced some <a href="#">guidance</a> with specific points for Safeguarding Adults Boards to consider:</p> <ol style="list-style-type: none"> <li>1. <i>Safeguarding Adults Boards should be assured that local authorities and clinical commissioning groups have clear lines of communication in place with safeguarding leads in care homes.</i></li> </ol>		

2. *Safeguarding Adults Boards should include specific objectives about safeguarding in care homes as part of their strategic planning.*
3. *Safeguarding Adults Boards should cover issues relevant to safeguarding in care homes as part of their annual report.*
4. *Safeguarding Adults Boards should share recommendations and key learning from Safeguarding Adults Reviews with key stakeholders (including care home providers, staff, residents and their families and carers).*
5. *Safeguarding Adults Boards should be assured that partner organisations are working together to support residents during safeguarding enquiries.*
6. *Safeguarding Adults Boards should ensure that their escalation procedures for resolving safeguarding disputes are applicable to care homes.*

Representatives from HBC, RCBC and SBC felt that there are clear lines of communication between the LAs, CCG and Care Providers through various means; provider forums, safeguarding meetings, newsletters, links to contracts and procurement and SBC's 'Well Led' programme. Lynn Beevers (LB) from MBC will send a written update after the meeting. Jean Golightly (JG) advised that the ICLS Team in TEWV provide excellent support to care homes.

SHR commented that some concerns around hospital discharges to care homes are linked to miscommunication and could be resolved quickly without the need to submit a safeguarding concern.

Lorraine Garbutt (LG) noted that some of the points for consideration will be picked up through the Board's Quality Assurance process.

DB requested that relevant members, review each of the statements (above) and provide written assurance/comments. The QAF will incorporate these suggestions as part of a longer-term plan.

Action Points	Action Owner	Deadline
1. AW to share Well Led programme with LA reps	AW	06/05/21
2. Relevant members to review the six statements on page 16 of the NICE Guidance and provide written assurance/comments to the Business Unit	All	13/05/21
3. QAF to be reviewed to incorporate statements above	AS	TBC

Agenda Item 7	Any Other Business	Presenter: All
<p><b>TEWV CQC Inspection</b>                      The Care Quality Commission (CQC) carried out an unannounced visit to some of TEWV's adult inpatient wards in January 2021. The CQC have rated the acute wards for adults of working age and psychiatric intensive care units as 'inadequate' for both safe and well-led. This rating is an individual service rating and does not affect the overall Trust's CQC rating which remains 'requires improvement'. The full report can be found here: <a href="https://www.cqc.org.uk/provider/RX3">https://www.cqc.org.uk/provider/RX3</a></p> <p>Karen Agar (KA) talked through some of the immediate actions that have taken place, with other pieces of work ongoing. Funding has also been provided for an additional 80 staff. Assurance has been provided to CQC, who are revisiting in May 2021.</p> <p><b>Holme House Prison</b>                      Helen Richmond (HR) met with the Business Unit recently regarding the prison's QAF. This was a positive and helpful meeting and HR felt that the prison should be able to contribute to the QAF process.</p> <p><b>Redcar &amp; Cleveland Borough Council</b>                      VW commented that the new format of the QAF works really well. RCBC's submission was well received and it has been a positive experience to undertake.</p> <p><b>Cleveland Police</b>                      Phil Bond (PB) asked if he could provide an update on the Domestic Abuse Bill at a future meeting. DB suggested that this is combined with SafeLives who are attending the June Board.</p>		



<b>Health Organisations</b>		
There are ongoing discussions regarding significant changes within health organisations which are due to be implemented in April next year. An update will be brought to Board when appropriate to do so.		
<b>Action Points</b>	<b>Action Owner</b>	<b>Deadline</b>
1. PB to provide an update on the Domestic Abuse Bill alongside Safe Lives	PB	23/06/21
2. Update on health organisations to be discussed at a future meeting	JG	26/06/21

<b>Information Only</b>		
<ul style="list-style-type: none"> <li>• Previous minutes from the meeting held on 25 February 2021</li> <li>• RASC Policy and Procedure</li> <li>• Training Workbooks</li> <li>• Women's Safety and Domestic Abuse</li> <li>• QAF Partner Assurance Report – RCBC</li> </ul>		
<b>Action Points</b>	<b>Action Owner</b>	<b>Deadline</b>
1. Previous minutes, RASC Policy and Procedures to be added to TSAB website	GMc	06/05/21

Next Meeting Date: **23/06/21**  
 Time: **9:30am – 12pm**  
 Venue: **Microsoft Teams**

Minutes approved by Independent Chair:



Date: 27/04/21

### Appendix 1 - Attendance Matrix

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

	25/02/2021	11/03/21 - DEV SESSION	22/04/2021	23/06/2021	23/09/2021	21/10/2021	07/12/2021	
<b>Company</b>								<b>3</b>
Catalyst Stockton	1	0	1	0	0	0	0	<b>67%</b>
CCG Board Member (Tees Valley CCG)	1	0	1	0	0	0	0	<b>67%</b>
Cleveland Fire Brigade	1	1	1	0	0	0	0	<b>100%</b>
Cleveland Police	1	1	1	0	0	0	0	<b>100%</b>
CQC Board Member (Mlbro, Redcar, Stockton) (committed to attend 2 meetings per year)	0	0	0	0	0	0	0	<b>0%</b>
CQC Board Member (Hartlepool)	0	0	1	0	0	0	0	<b>33%</b>



Durham Tees Valley CRC	1	0	0	0	0	0	0	33%
DWP	1	1	0	0	0	0	0	67%
Hartlepool and Stockton Safeguarding Children Partnership	0	1	0	0	0	0	0	33%
HBC Board Member (Director)	1	1	1	0	0	0	0	100%
HBC Board Member (Assistant Director)	0	0	0	0	0	0	0	0%
HBC Lead Member	0	0	0	0	0	0	0	0%
Healthwatch Hartlepool	0	0	0	0	0	0	0	0%
Healthwatch South Tees	1	0	1	0	0	0	0	67%
Healthwatch Stockton	0	0	1	0	0	0	0	33%
HMP Holme House Prison	2	1	1	0	0	0	0	100%
MBC Board Member	1	1	1	0	0	0	0	100%
MBC Lead Member	1	1	1	0	0	0	0	100%
Middlesbrough & Redcar Voluntary Development Agency	1	1	1	0	0	0	0	100%
National Probation Service Cleveland	0	1	1	0	0	0	0	67%
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	0	0	0	0	100%
Public Health	0	0	0	0	0	0	0	0%
Office of Police & Crime Commissioner (committed to 2 meetings per year)	1	1	0	0	0	0	0	67%
RCBC Board Member (Director)	0	1	0	0	0	0	0	33%
RCBC Board Member (Assistant Director)	1	1	1	0	0	0	0	100%
RCBC Lead Member	0	1	1	0	0	0	0	67%
SBC Board Member	1	1	1	0	0	0	0	100%
SBC Lead Member	1	1	0	0	0	0	0	67%
South Tees Hospitals NHS Foundation Trust	1	1	1	0	0	0	0	100%
South Tees Safeguarding Children Partnership	1	0	0	0	0	0	0	33%
Teesside University	0	0	0	0	0	0	0	0%
Tees Esk & Wear Valleys NHS Foundation Trust	1	1	1	0	0	0	0	100%
Thirteen Housing	1	1	0	0	0	0	0	67%
TSAB Independent Chair	1	1	1	0	0	0	0	100%
TSAB Business Unit	4	6	4	0	0	0	0	100%