



**CONFIDENTIAL**  
**Terms of Reference**  
**CDS Operational Assurance Team**

**08<sup>th</sup> January 2018**

## **1. Purpose**

The Operational Assurance Team has been established to provide assurance to the Managing Director and Site Directors within CDS and the wider G4S business.

The HMIP, PPO and harm reduction audit outcomes/recommendations will be reviewed and inspected by the team to ensure that where recommendations were made they have been actioned and embedded and effective systems and processes are still in place. An assessment of the establishment's culture using the Culture Web will also be undertaken to provide the MD and the Director assurance that a Rehabilitative Culture is prevalent in the sites.

The aim of the Operational Assurance Team is to ensure our contracts conform to the agreed standards, with a view to protecting the company, the government, and keeping safe, those in our care, staff and partner agencies. We will ensure recommendations from HMIP and PPO reports are conformed with and that there is compliance with G4S and HMPPS standards and policies.

The team is accountable to the Managing Director of G4S Custodial & Detention Services.

## **2. Scope**

The CDS Operational Assurance Team will focus on the following key areas:

- **HMIP**
  - Review recommendations from most recent inspection report.
  - Review evidence of implementation.
  - Test delivery of actions.
- **PPO**
  - Review last 2 years of recommendations following any DIC.
  - Review evidence of implementation.
  - Test delivery of actions.
- **Safety**
  - Review ACCT, Safety of Prisoners at risk of self-harm and suicide, access to health services, admission process, induction/first night processes and self-isolators.
  - Review violence reduction strategy, Use of Force including the use of body worn video (BWV), dynamic and procedural security (including corruption prevention), drug strategy and population management.
  - Review application of procedural justice i.e. IEP, Complaints, Litigation, Adjudications and use of CSU to ensure that systems and processes is embedded across the establishment to promote a culture of positive reward and appropriate sanctions.
- **Culture assessment** – Deliver culture assessment workshops with prisoners, staff, managers and SMT to provide Directors with an understanding of the culture within their environments.
- **Environment** – Ensure that cleanliness and decency standards are consistent and maintained throughout the establishment by visual inspections and reviews of access to cleaning equipment, paint and repairs.
- **Directors Concerns** – areas of concern raised by Directors.



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## **2. Operational Assurance Team**

<b>Role</b>	<b>Team</b>
Director of Operational Assurance	Lisette Saunders
Project Manager	Mike Walker
Operations	James Bibby
Operations	[TBC]

## **3. Process**

- At the commencement of an assurance visit, the team will hold a meeting with the Director to explain the process of the Assurance visit and to meet the identified liaison officer. At this meeting the Director will be able to highlight any areas of concern.
- The team will review quality and assurance controls and procedures and test compliance with the identified systems and procedures.
- Regular updates will be provided to the Director throughout the visit and a closing meeting will be held with the Director and/or Senior Management team to discuss the findings and to explain the team's conclusions.
- A report of the findings will be produced (format attached).
- The Contract Director is required to provide their response to the report and an action plan to remedy the identified concerns within an agreed timeframe.
- The Director of Operational Assurance will raise any major concerns at the time of finding them with the Managing Director and the Contract Director.
- The Director of Operational Assurance will feed back at the end of every visit to the Managing Director.

## **4. Facilities required**

For each Assurance visit, the team will require the following:

- An office with IT access to the G4S network
- Keys and key training where required
- Liaison Officer/Single Point of Contact (SPOC)

## **5. Frequency of Visits**

- Each site will receive a full visit from the Operational Assurance Team at least once a year.
- Visits will last from 3 – 6 weeks depending on the size and complexity of the site.
- The Assurance Team will revisit an establishment approx. one month after a planned assurance inspection to review any actions taken by the establishment that has been raised within the initial report.
- The programme below will be subject to a quarterly review and will be amended according to operational requirements and Directors will be updated accordingly:



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Location	Date start	Date finish	Planned re-visit
<b>Sensitive/Irrelevant</b>			
Brook/Tinsley House IRC	11/02/2019	01/03/2019	29/04/2019
<b>Sensitive/Irrelevant</b>			

**6. Meetings**

- The Operational Assurance and Harm Reduction Team will meet on a weekly basis to discuss findings (or as frequently as required when on site).
- The Director of Operational Assurance will report into the C&DS Risk and Audit Committee on a quarterly basis.

**7. Assurance team review sessions**

Assurance team review sessions will take place on a daily basis in the AM and PM to allocate daily work activity, identify issues and risks, identify and document good practise and track progress. The findings report will be updated on a weekly basis.