

Policy and Procedure on Restraint Reduction



1 June 2026

GSTS Policy and Procedure on Restraint Reduction

Purpose

The purpose of this policy is to ensure that Guarding Solutions & Training Services Ltd. (GSTS) is committed to the six key restraint reduction strategies defined by the Restraint Reduction Network (RRN). For the benefit of all who use our services, GSTS ensures that any restrictive practice is used only as a last resort, and that progress towards reducing restrictive physical interventions is measurable and evidenced. Accordingly, a Restraint Reduction Plan is in place and associated with this document.

Scope

This policy applies to all employees and representatives of GSTS who support individuals who may at times present behaviours of concern (e.g. healthcare security operatives, managers).

Rationale

This policy helps fulfil our legal obligations and aligns with best practice, including:

- Health and Safety at Work Act (1974) and associated regulations
- Restraint Reduction Network Training Standards (2019)
- RRN's six key restraint reduction strategies
- Mental Health Units (Use of Force) Act (2018)
- DfES/DH (2002) guidance on the use of restrictive physical interventions
- DH (2014) *Positive and Proactive Care: reducing the need for restrictive interventions*
- Care Quality Commission (2010) *Essential standards of quality and safety*
- Mental Capacity Act (2005)
- Deprivation of Liberty Safeguards (2007)
- NICE guideline NG10 (2015): *Violence and aggression: short-term management in mental health, health and community settings*

Policy Statement

GSTS believes that all people using our services should be treated with dignity, empathy and respect. Their physical, emotional, social and material wellbeing should be maximised through every available means.

We believe that individuals who present behaviours of concern must continue to enjoy the same human rights and freedoms as any other citizen, and that any such behaviours should be managed in a safe, dignified and least restrictive way.

GSTS is committed to ensuring the health, safety and wellbeing of all who use our services.

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Procedure

The following sections describe how GSTS puts each of the six key restraint reduction strategies into practice.

1. The six key restraint reduction strategies

GSTS demonstrates adoption of the following six strategies as pillars of good practice:

Strategy one: Leadership

The organisation develops a mission, philosophy and guiding values which promote non-coercion and the avoidance of restraint. Executive leaders commit to developing a restraint reduction plan which is implemented and measured for continuous improvement.

Strategy two: Performance measurement

The organisation takes a 'systems' approach and identifies performance measures which determine the effectiveness of its restraint reduction plan and which measure key outcomes for customers.

Strategy three: Learning and development

The organisation develops its staff with the knowledge and skills to understand and prevent crisis behaviour. Training is provided which gives staff the key competencies and supports the view that restraint is used as a last resort to manage risk behaviour associated with aggression, violence and acute behavioural disturbance.

Strategy four: Providing personalised support

The organisation uses restraint reduction tools which inform staff and shape personalised care and support to customers.

Strategy five: Communication and client focus

The organisation fully involves customers in a variety of roles within the service, identifies the needs of customers and uses these to inform service provision and development.

Strategy six: Continuous improvement

The principle of post-incident support and learning is embedded into organisational culture.

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2. Strategy one: Leadership

GSTS is committed to restraint reduction through clear leadership and a values-based approach. Our culture is underpinned by honesty and integrity, delivering value for money to clients and empowering staff through specialist training and development.

We comply with all relevant legislation and guidance, including the RRN Training Standards, Positive Behaviour Support (PBS) models and NICE guidelines.

Stakeholders—including service users, carers, staff, commissioners and regulators—are actively involved in shaping our approach.

Leadership development ensures the promotion of safe, respectful practices that uphold human rights. All staff are trained in line with the RRN standards by Sherwood Training, with PBS embedded across services.

Senior management team (SMT) meetings include a rolling agenda item to review restraint reduction progress. These meetings take place monthly.

3. Strategy two: Performance measurement

GSTS uses a systems-based approach to monitor restraint reduction. Performance is measured through:

- The Incident Reporting System, capturing behaviours of concern and near misses
- Regular reporting by the Contract Operations Manager to the Operations Manager and SMT
- Individual tools including 1:1 discussions and scenario-based assessments

Restraint-related incidents are tracked, summarised monthly, and reviewed quarterly by the SMT. Any increases or lack of progress trigger investigation and corrective action planning.

4. Strategy three: Learning and development

Staff are trained to prevent crisis situations and manage behaviours of concern only as a last resort. A Training Needs Analysis (TNA) is conducted annually with Sherwood Training.

GSTS recognises the role of tailored training in improving service quality and supporting specialist teams in proactive, preventative care.

5. Strategy four: Providing personalised support

We use person-centred restraint reduction tools informed by PBS principles. Every individual's support plan includes assessment of setting events, triggers, early warning signs and behaviours of concern.

Effective PBS is grounded in personalised, holistic approaches that value the uniqueness of each person.

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6. Strategy five: Communication and client focus

Clients are actively involved in shaping the service. Feedback and complaints are reviewed monthly as a standing item at service delivery KPI meetings.

Meeting minutes are shared and monitored to ensure continuous improvement.

7. Strategy six: Continuous improvement

Post-incident learning is embedded via formal processes including After Action Review reports. Lessons learned are discussed at continuous improvement management meetings.

GSTS is committed to Continuing Professional Development (CPD) for staff at all levels.

8. Restraint Reduction Plan

GSTS aims to reduce the use of restraint by at least 10% annually.

Failure to meet this target prompts an investigation, which may identify reasons such as:

- An influx of new admissions
- Changing service needs
- High staff turnover
- Resistance to change
- Loss of expertise
- Leadership challenges
- An annual Restraint Reduction Action Plan will address any contributing factors.

The SMT is responsible for reviewing and updating the RRN Action Plan yearly. This may involve working with commissioners and third-party partners. Internal quality assurance (IQA) and external quality assurance (EQA) processes ensure standards are maintained and improved.

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Review schedule

Date	Action required	Name	Signature
1 June 2023		Gareth Conlon	GConlon
1 June 2024		Gareth Conlon	GConlon
1 June 2025		Gareth Conlon	GConlon
1 June 2026		Gareth Conlon	GConlon



