Complain, Complain, Complain
How complaints can *(and should)* change Regulatory Practice

Improving regulatory delivery:
- ... by understanding businesses regulatory experience
- ... by understanding impact of regulatory decisions
- ... by getting feedback on delivery or officer conduct

Harnessing complaints as intelligence:
- ...to improve Risk Based Compliance Planning
  - Risk based targetting
  - Profiling of dutyholders
- ...to improve response activity
  - Prioritising complaints (triage)
  - Tailoring regulatory responses
  - Preserving field based resources
- ... to identify areas of non-compliance
  - Revising & updating approvals
  - Updating guidance / support to comply materials
  - Identifying priorities for new standards (horizon scanning)
- ...to validating self-reporting by duty holders
- ... to inform performance reporting against regulatory outcomes

Improving Complaint Management:
- ... by adopting best practice principles
- ... to improve complaint handling, analysis and use
- ... to protect complainants
- ... to avoid becoming complaint driven (reactive)
- ... to manage vexatious complaints
- ... to avoid a negative culture towards complainants

Enabling accessibility:
- ... to encourage future reports
- ... to improve complaint quality
- ... to create surrogate regulators (eyes and ears)

Encouraging complaints:
- ... aligned to compliance priorities
- ... in areas you can't see

Encouraging tip-offs:
- ... in areas you can't see
- ... by staff of duty holders
- ... by industry / peers

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