

HELPING YOU ACHIEVE  
**COMPLAINTS  
EXCELLENCE**

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HUNTSWOOD



## COMPLAINTS: AN AREA OF INTENSE REGULATORY INTEREST

A firm's approach to its customers' complaints speaks volumes about its internal culture. If complaints spike beyond an organisation's resource capability, then a customer's dissatisfaction can be compounded by a slow or inadequate response.

As well as firms' operational and customer advocacy considerations, the regulator's approach to customer outcomes means that handling complaints effectively has become increasingly imperative.

Firms that do not have effective systems and controls in place risk regulatory repercussions - from ombudsman fines to warnings and more weighty supervisory actions.

From a commercial perspective, there are a number of potential implications resulting from mishandled complaints - apathy to a firm's other products or even switching to other providers, low levels of customer advocacy and reputational damage. Ultimately, this could lead to lost revenue and operational costs.

Conversely, there are tangible gains from achieving excellence in this area, and there is a real opportunity for firms to lead on complaints and realise these benefits.

# THE BENEFITS OF ACHIEVING COMPLAINTS EXCELLENCE

Managing customer complaints efficiently, effectively and in-line with regulatory requirements can help your firm:

- BUILD AND MAINTAIN DEEP, LASTING CUSTOMER RELATIONSHIPS BY ENSURING THEY RECEIVE FAIR OUTCOMES
- TACKLE THE ROOT CAUSE OF ISSUES IDENTIFIED
- ADDRESS THE POTENTIAL FOR RISK ACROSS ALL AREAS OF THE BUSINESS
- ENSURE A CONSISTENT, REPEATABLE AND ROBUST APPROACH
- IMPLEMENT AND MAINTAIN ROBUST SYSTEMS AND CONTROLS AND CONTINUALLY IMPROVE THESE
- EFFECTIVELY MEASURE AND RECORD CUSTOMER OUTCOMES
- EMBED AN EMPATHETIC COMPLAINTS HANDLING CULTURE WITHIN THE BUSINESS
- PRODUCE THOROUGH DOCUMENTARY EVIDENCE OF ALL COMPLAINTS HANDLING WORK UNDERTAKEN

Ultimately, this will not only help your relationship with the regulator, but also build brand loyalty, give your business a greater insight into the issues affecting customers, and avoid the common drivers of frustrations that result in loss of customers.

# CREATING THE RIGHT COMPLAINTS CULTURE

The key to an effective complaints handling framework lies with frontline staff and how processes, decisions and the culture of a firm feed into all that they do. Ensuring staff not only understand the technicalities behind a customer complaint, but empathise, effectively record and escalate customer issues, is key. It can be the difference between those that excel in this area, lead the industry and reap the related benefits - and those that fall behind.

A truly effective approach will be one that goes beyond simple customer retention, by using analysis and insight to prevent future issues, boost bottom line profitability and make complaints a centre of excellence within the business.

**A GREAT COMPLAINTS DEPARTMENT CAN BE THE DIFFERENCE BETWEEN A THRIVING FIRM BLESSED WITH LOYAL CUSTOMERS AND ONE FIGHTING A WAR OF ATTRITION**

**NICK ROSS**  
MANAGING DIRECTOR  
ADVISORY

## OUR SERVICES

BASED ON IN-DEPTH KNOWLEDGE AND EXPERIENCE IN THE AREA OF COMPLAINTS, HUNTSWOOD'S TEAM CAN HELP YOU EMBED A CUSTOMER-LED, MARKET-LEADING APPROACH TO COMPLAINTS

### COMPLAINTS HANDLING

**On-board support for your business as usual operations or react quickly to spikes in complaints volumes to ensure you maintain excellent levels of customer service.**

We can provide resource in a very short timescale, and with the right skills and experience to meet the needs of your business.

Whether you require a Huntswood managed or self-managed approach, we will ensure your firm handles complaints to a high standard, consistently and reliably.

### SKILLED PERSONS REVIEW (S.166)

**Find out what to expect from a S.166 review and gain assurance that you're fully prepared for the process and any resulting action.**

Our experience is vast and, as well as a close relationship with the regulator, we are on the FCA's Skilled Persons Panel for Lot 5: Conduct of Business reviews. Our own consultants, having been appointed as Skilled Persons on numerous occasions, can support you in relation to a S.166 review in isolation, or as part of a wider regulatory healthcheck, and can include mock FCA interviews to really illustrate what a firm may encounter.

### ROOT CAUSE ANALYSIS

**Use effective root cause analysis (RCA) to enable your firm to evidence the delivery of consistent and fair outcomes for customers.**

We can support effective RCA in your firm and help you implement the rectification actions, including the provision of specialist resource, the development of robust systems and controls, and ensuring reliable management information is reported.

Importantly, we can also help you evidence a robust RCA approach.

### OUTCOMES TESTING

**Dig deeply into the customer experience by identifying and assessing customer risks throughout the product lifecycle, including the handling of complaints.**

We perform outcomes testing at each stage of the customer journey, measuring the quality of customer outcomes and assessing contributing factors, such as financial incentives, sales quality assurance (QA), complaints QA and root cause analysis.

### COMPLAINTS TARGET OPERATING MODEL

**Assure yourself that the way you apply the FCA's complaints handling rules across your organisation is correct.**

Whether you require an audit of your current or proposed operating model, or need us to develop and implement a framework specifically for your firm, we can provide the end-to-end support you need.

### PROCESS DESIGN, REDESIGN AND REVIEW

**Improve business performance, process efficiency and reduce costs by understanding your critical processes and the value that they add.**

Focusing on the key drivers in your business - including the regulator, customers and shareholders - we can transform your complaints process to ensure that the right outcomes are delivered at the right time and to the correct level of quality. Ultimately, this will help ensure customers' expectations are met.

### REGULATORY AND OPERATIONAL TRAINING

**Raise your level of regulatory compliance and / or operational efficiency to enable frontline staff to have informed, empathetic and flexible conversations with customers.**

We can build a completely customised training offering for your firm, creating programmes to instil best practice among your complaints related staff.

Helping you get more from business as usual activity, we can also increase general regulatory knowledge and awareness across your business.

# HUNTSWOOD, YOUR COMPLAINTS PARTNER

**HUNTSWOOD IS THE UK'S LEADING RESOURCING AND CONSULTANCY FIRM IN THE AREA OF COMPLAINTS.**

Helping firms achieve complaints excellence has been a core business offering since Huntswood began and is part of our DNA. We have a long and hugely successful track record of supporting firms - from helping them to proactively embed change, and realise operational efficiencies, to helping firms react

to changing circumstances, such as handling surges in complaints volumes.

We are ideally placed to help firms implement best practice across their business. Not only are we able to draw on our breadth of industry experience - including direct regulatory experience - we also bring insight gained from engaging with firms representing over 80% of complaints made by consumers in financial services.

**AS MARKET-LEADERS IN COMPLAINTS, WE ARE IDEALLY PLACED TO HELP FIRMS ACHIEVE COMPLAINTS EXCELLENCE**

## WHY WE'RE COMPLAINTS LEADERS:

### IN-DEPTH KNOWLEDGE

Our highly regarded Complaints Outlook, backed by in-depth industry and consumer research, and related roundtables, ensure we are at the forefront of knowledge and debate in this area.

### UNRIVALLED EXPERIENCE

Our consultants and senior executives are drawn from across the industry, as well as the regulator, ensuring we have a market leading understanding of complaints from an operational and compliance-based point of view.

### QUALITY ASSURED RESOURCE

Stringent vetting and referencing of the candidates we place on client projects means that we always provide high calibre resource - only 5% of applicants pass our quality checks.

### ESTABLISHED AND PROVEN APPROACH

Our tried and tested methodologies and frameworks, developed through years of experience, provide a proven approach that is dynamic and can be easily adapted to meet the needs of your business.

## STRONG INDUSTRY LINKS AND RELATIONSHIPS:

Our close links with other relevant complaints services, such as technology providers, means we can support your approach from end-to-end

Our close relationships with the industry allows us to benchmark your complaints processes with other firms, enabling identification of specific areas that need development - or areas of advantage

We're engaged with the regulator and key industry trade bodies - meaning we are plugged into the complaints debate and can use this insight to your benefit

## WHAT YOU CAN EXPECT FROM WORKING WITH HUNTSWOOD:



### AN END-TO-END SERVICE

We provide a complete one-stop-shop solution - including helping you embed a robust complaints approach and undertake effective outcomes testing, as well as providing high quality resource and training programmes



### A PROPORTIONATE APPROACH

We offer value for money - helping you meet regulatory requirements and drive good customer outcomes, without over-engineering the solution



### BESPOKE SOLUTIONS

We work in collaboration with you and, through meticulous scoping and planning, tailor our solutions to optimise the benefits for your business and customers



### RAPID RESPONSE

We are renowned for developing, resourcing and delivering complaints-related programmes at short notice



### ADAPTABILITY

We are able to scale back or increase our resource and operations as required. In addition, we can provide a flexible off-site solution to meet your needs - including office space, resource and management oversight



**BEN GARRAT**  
HEAD OF OPERATIONS

## ABOUT HUNTSWOOD

Our aim is to drive better outcomes - for our clients and our clients' customers. For us, better outcomes means helping firms deliver high quality services to customers in a cost efficient way, while effectively mitigating business risk.

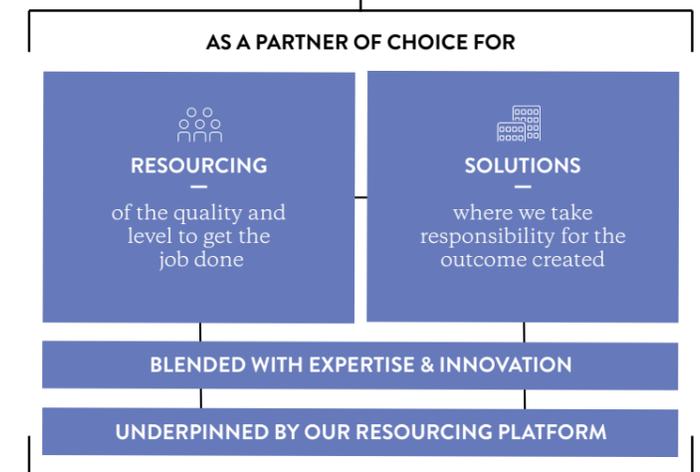
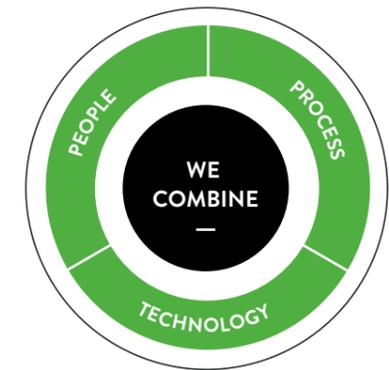
From working with clients, we know that they are faced with a number of competing challenges: an increasingly complex regulatory landscape, the need to maximise the efficiency and effectiveness of their operations, and the imperative to drive advocacy by meeting customers' ever-changing needs.

And, critically, firms need to navigate all of these concurrently while ensuring they achieve business goals.

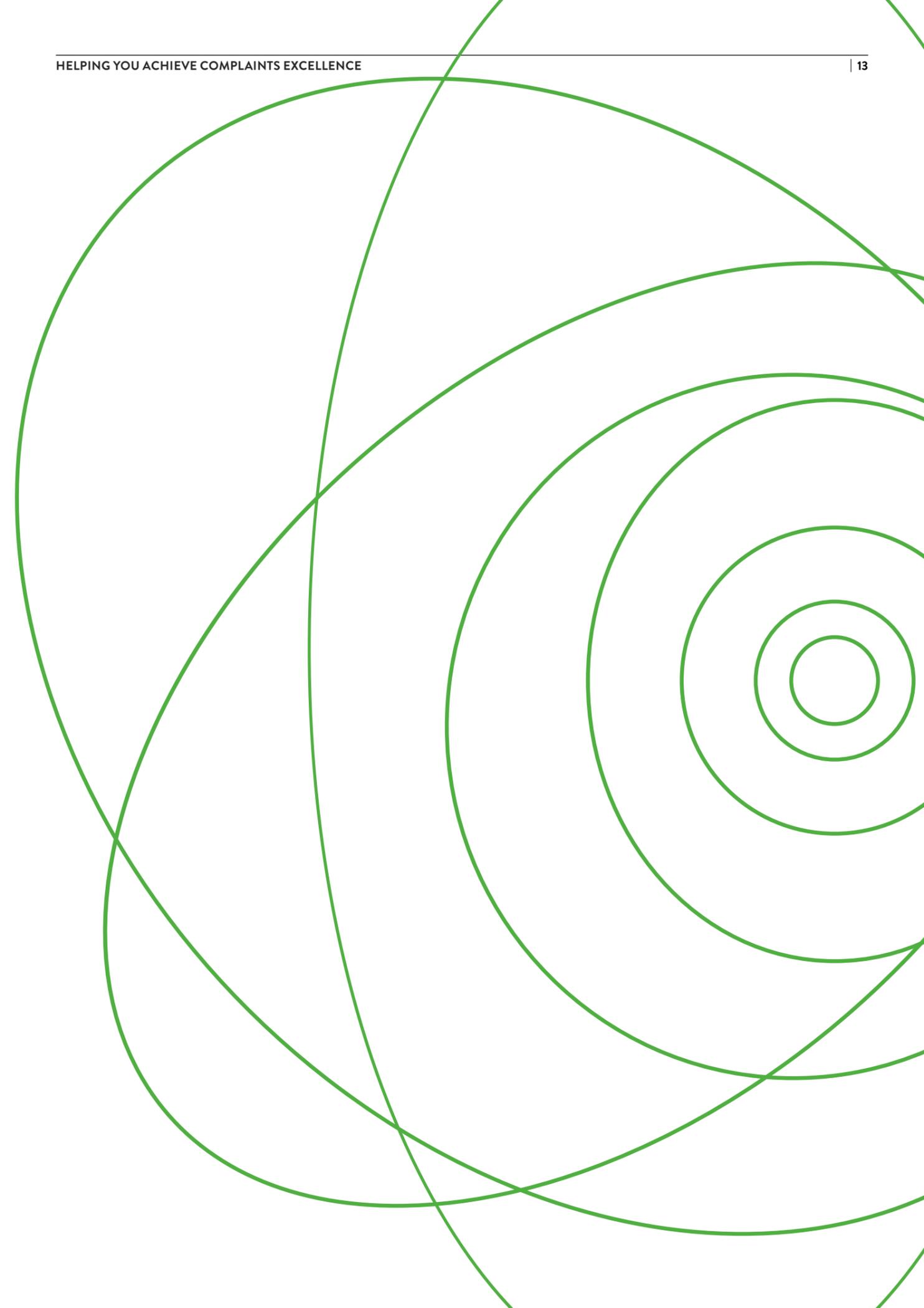
We help clients thrive in this environment by combining expertise, technology and operational services to deliver practical solutions that help regulated firms efficiently achieve better business and customer outcomes:

- ADVISORY AND ASSURANCE
- RESOURCING, RECRUITMENT AND LEARNING
- OUTSOURCING
- TECHNOLOGY DELIVERY AND DATA ANALYTICS

We work with firms across a wide range of regulated industries, including financial services, payments, utilities, travel, pharmaceuticals and gaming.



**OUR KEY  
DIFFERENTIATOR  
IS OUR ABILITY TO COMBINE  
IN-DEPTH TECHNICAL KNOWLEDGE,  
AGILITY, OPERATIONAL EXCELLENCE,  
INTEGRITY AND DEEP RELATIONSHIPS  
WITH OUR CLIENTS AND PEOPLE –  
FOR THE BENEFIT OF  
OUR CLIENTS**





# HUNTSWOOD

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