



# Right-touch regulation

## Slide deck for stakeholders

March 2026

# How to use this slide-deck

This pdf is taken from a slide-deck presentation on right-touch regulation. If you are interested in using it and would like the original PowerPoint file, please get in touch and we can send it to you.

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# What is regulation? (1)

Regulation is:

- a way to protect the public by mitigating harms to which they might be vulnerable
- the delivery of regulatory activities, such as registration and fitness to practise
- the specific rules and requirements that regulators set within their legislation.



# What is regulation? (2)

- Regulation works through rules, guidance and incentives
- Regulators set standards and monitor compliance, taking action where there are concerns
- Regulators are usually statutory organisations, with powers from legislation
- Regulation builds trust and confidence in the regulated



# What is harm?

Harm may include:

- harm to physical, psychological and emotional health and wellbeing
- financial loss, and other kinds of loss
- harm to the reputation of an organisation delivering services, and damage to public trust
- disruption to the work of teams, and the availability and quality of services
- damage to the trust and legitimacy of the regulator by those regulated
- damage to trust and confidence in services and professions.



# What is right-touch regulation? (1)

Right-touch regulation:

- is a principles-based framework for decision-making and risk management
- provides a set of guiding principles and a decision-making tree
- means that risk of harm is controlled to only an optimum level of assurance, and no further
- can apply to any regulator.

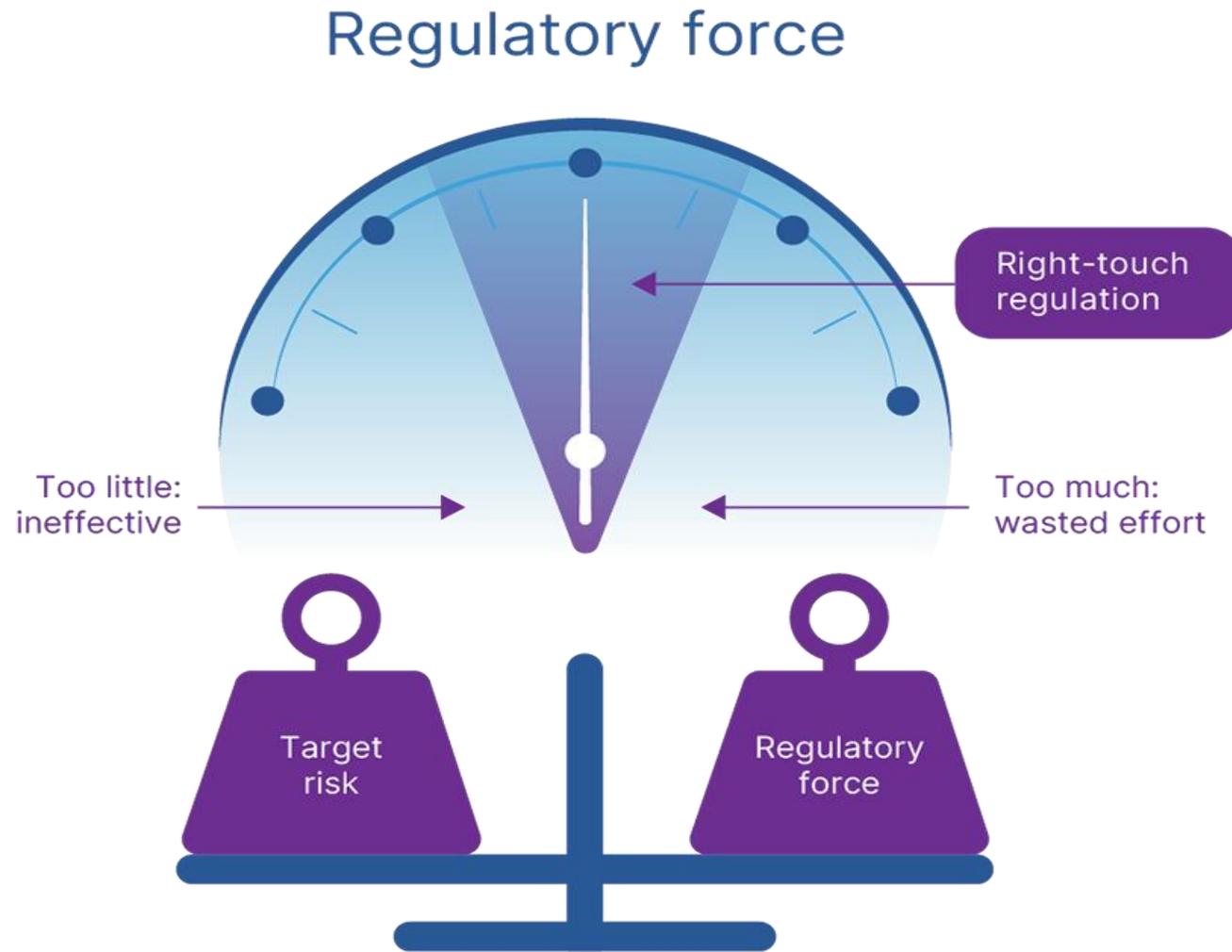


# What is right-touch regulation? (2)

- Too little control: too great exposure to harm
- Too much control: burden, wasted resources, false assurance, inhibition of innovation and growth, difficulty realising benefits
- Right-touch regulation: risk controlled to an optimum point of balance but no further



# Striking the right balance

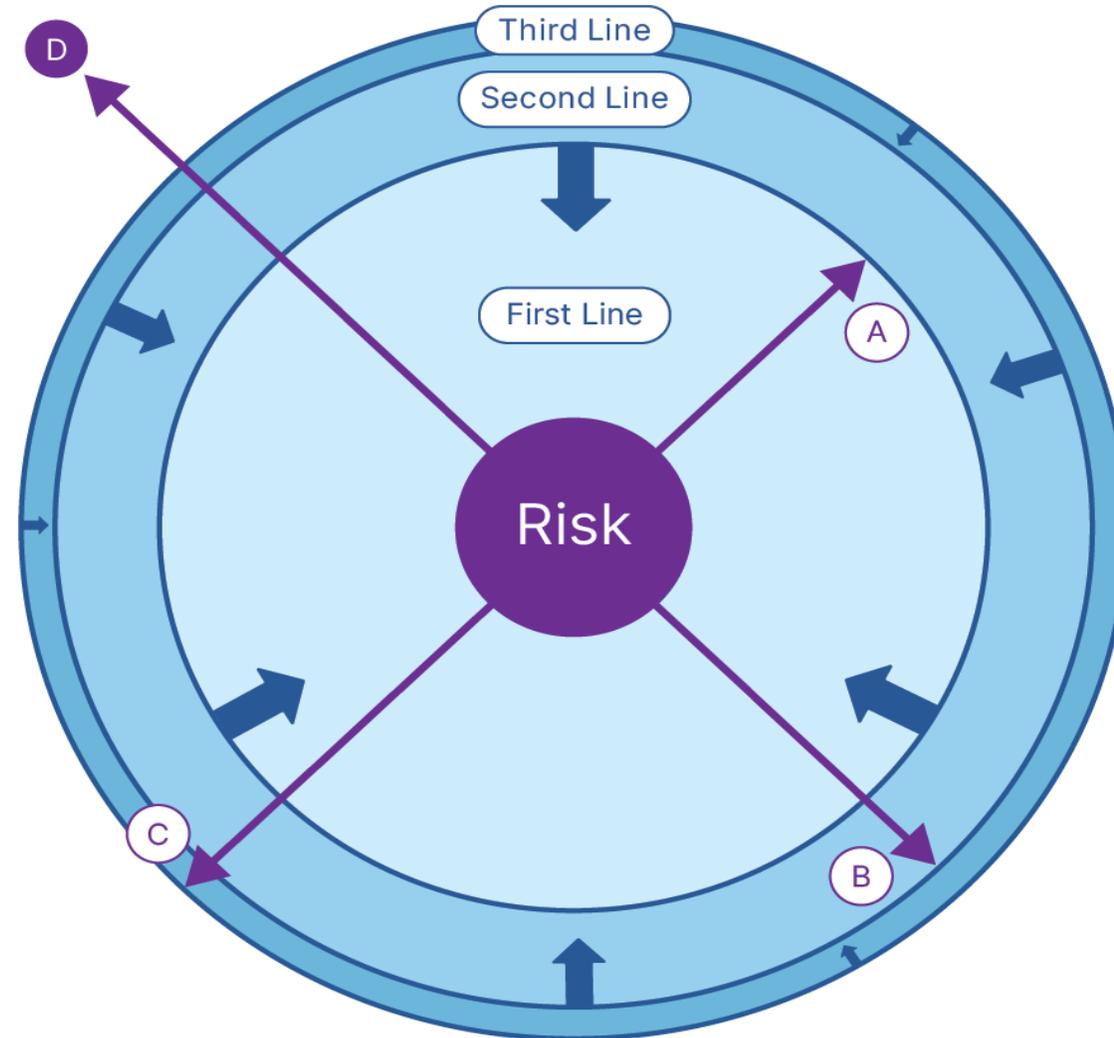


# Three lines of defence

- **First line (A):** professionalism of front-line individuals and teams delivering a service
- **Second line (B):** internal, local organisational control mechanisms
- **Third line (C):** external and independent protection, quality and safety systems, including regulation
- **Remaining risk (D):** unmanaged or tolerated risk



# Three lines of defence: illustrated



# The six principles

- **Proportionate:** regulators should only intervene when necessary
- **Consistent:** rules and standards should be joined up and implemented fairly
- **Targeted:** regulation should be focused on the problem it is seeking to solve
- **Transparent:** regulators should work openly
- **Accountable:** regulators must be accessible to scrutiny
- **Agile:** regulators must look forward, anticipating and adapting to change



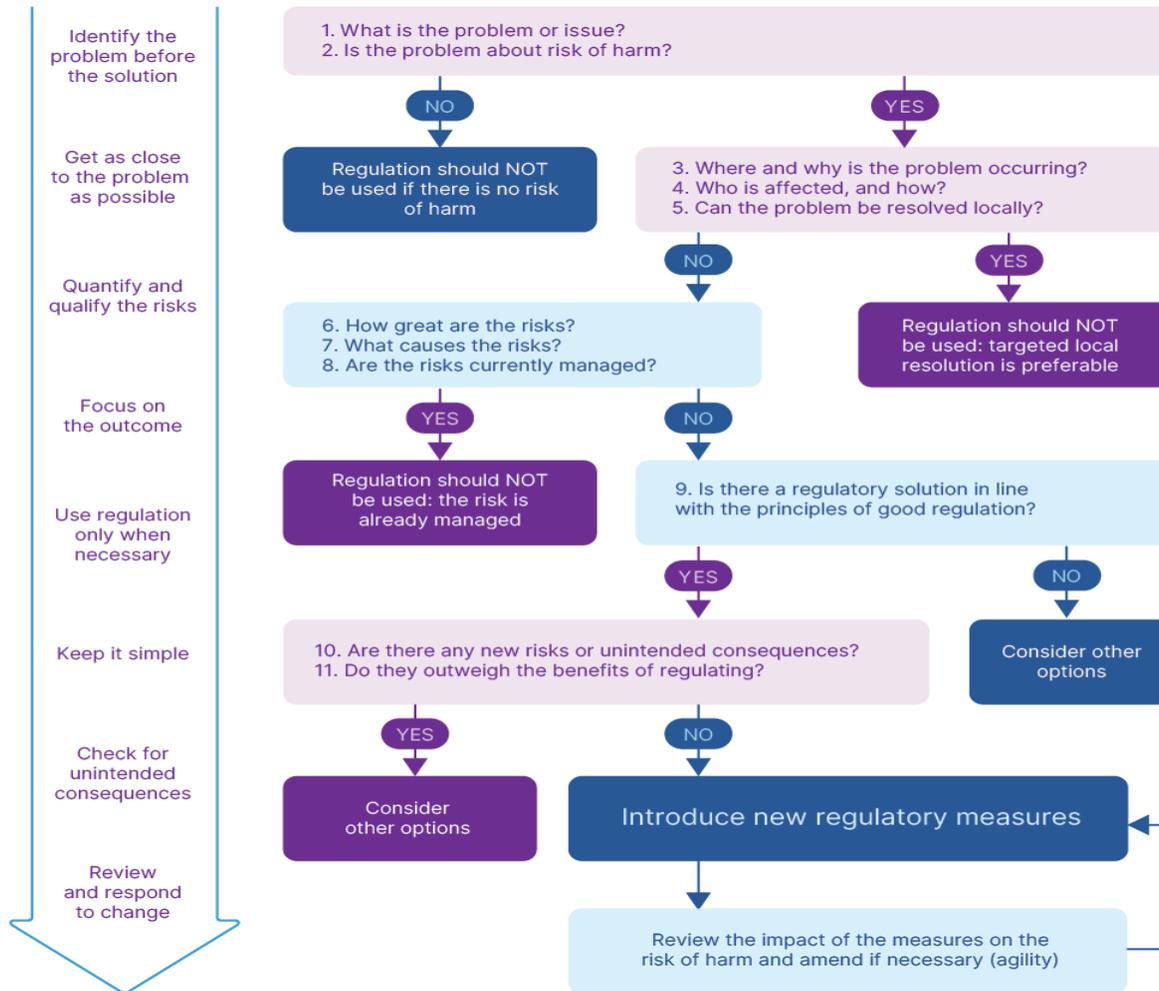
# Steps in the decision-making tree

- Identify the problem before the solution
- Get as close to the problem as possible
- Quantify and qualify the risks
- Focus on the outcome
- Use regulation only when necessary
- Keep it simple
- Understand the consequences
- Review, evaluate impact, and respond to change

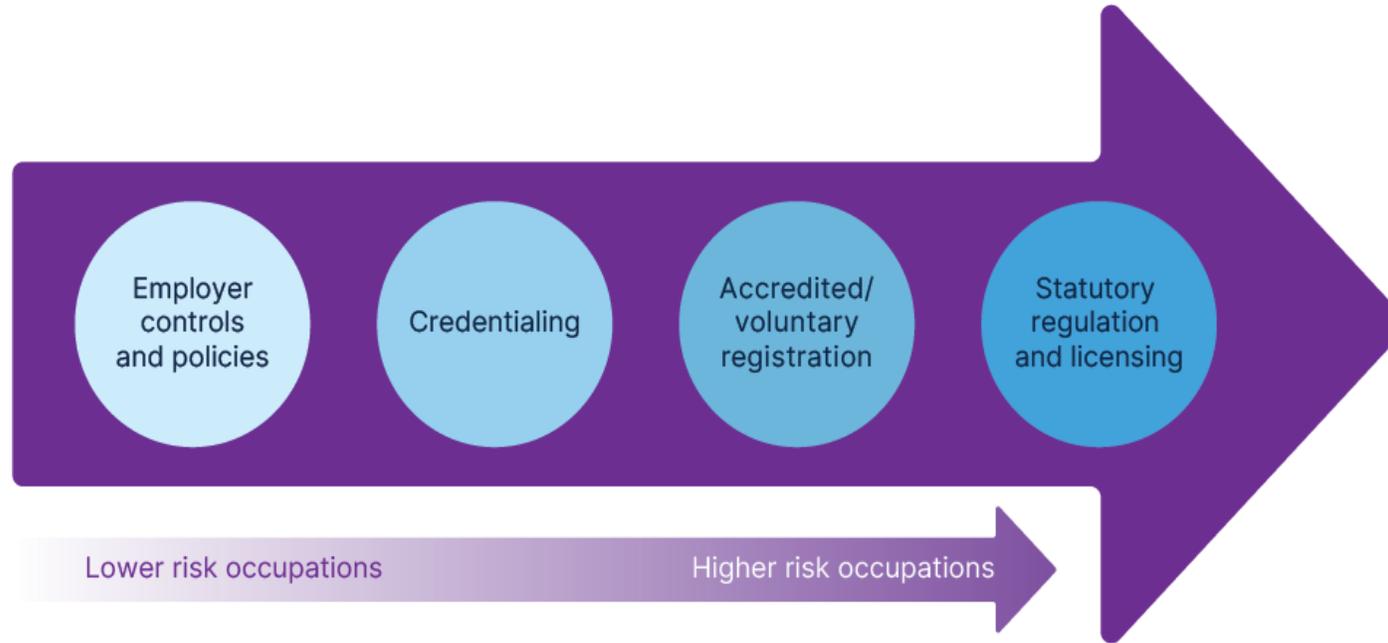
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# The decision-making tree in full



# The continuum of assurance



# Ways of working

- Collaborative
- Efficient
- Focused on equality, diversity and inclusion
- Fair
- Evidence-led
- Anticipatory and preventative
- Innovative



# Actions to improve collaboration

- Involve the users of services
- Communicate
- Articulate value, impact and influence
- Be honest and candid
- Create safe space and trust
- Be proactive, inclusive, innovative and creative



# Tools for positive influence

- Issuing standards and guidance
- Analysing data on trends and themes, and sharing insights
- Engagement with the public
- Engagement with stakeholder organisations
- Learning from successful approaches in other sectors and countries
- Input controls such as quality assurance of higher education courses

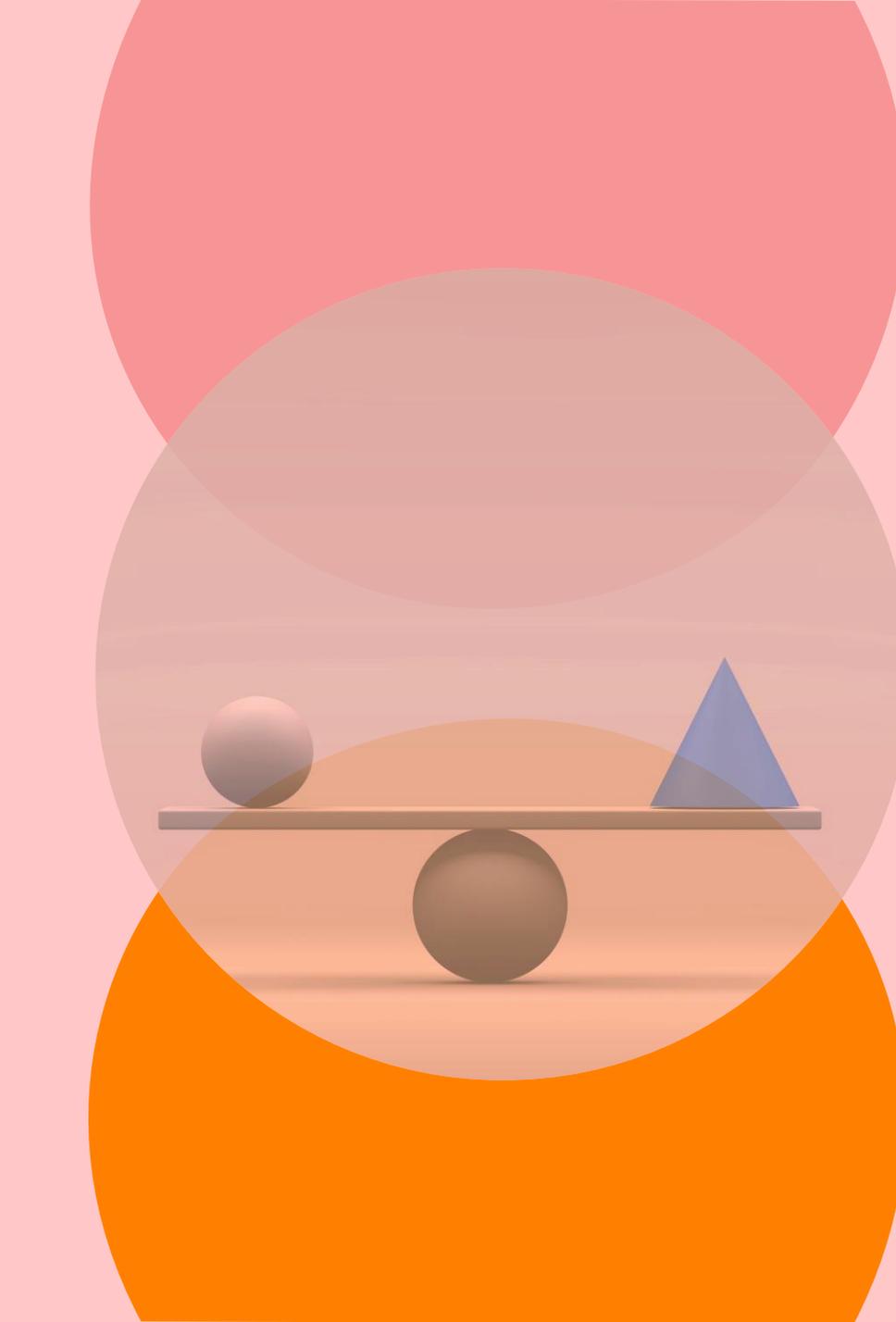


# What does right-touch regulation offer the public?

A right-touch regulator will:

- put public interest at the centre of policy and decisions
- be clear in how decisions are made
- be clear about the evidence base for decisions, and open to new evidence
- involve the public in policy and decision-making
- be clear about the risks they manage, and how
- support innovation and growth.





# Right-touch regulation: Top 10 messages

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# Number 1

All regulators – regardless of the sector or jurisdiction – face the same challenges. Right-touch regulation is a really useful framework for tackling these challenges.



## Number 2

The challenges: operational processes (barriers to innovation, improvement and good regulation); stakeholder relationships (perceptions); and impact.



## Number 3

RTR is a principles-based framework. Can be used to transform: operational processes; stakeholder relationships; and impact.



## Number 4

Important to emphasise the purpose of regulation – and to consider whether the challenges relate to regulation as a noun or a verb, or to the regulator itself.



## Number 5

RTR can reduce the risks of harm:

- (a) Are the risks bad enough?
- (b) Will regulation make a difference?
- (c) If so, what form of regulation?



# Number 6

Right-touch regulation is all about balance.



# Number 7

Regulation is just one part of a lines of defence model that protects us from harm.



# Number 8

## The six principles:

- Targeted
- Accountable
- Proportionate
- Consistent
- Agile
- Transparent



# Number 9

The process:

- Problem
- Risks
- Outcome
- Evaluation



# Number 10

## Ways of working:

- Collaborative
- Innovative
- Efficient
- Fair
- Inclusive



**If you have any queries about using these slides,  
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