






## Opportunities and Challenges

- Meeting the evolving needs and expectations of consumers and stakeholders.
- Evolving workforce strategies and demands in a post-COVID environment, including a focus on business continuity.
- Potential of new and emerging technologies to simplify processes and support efficient and effective Tribunal communications and operation while maintaining appropriate data and systems security.

- Innovating and adapting the way we work to changing environments.
- Harnessing innovation to drive delivery improvements to support Tribunal consumers and stakeholders.
- Building awareness and trust in operations provided by the Tribunal.
- Analysis and effective use of data.
- Navigating the challenges arising from ongoing budget and resource constraints.

**Mission: Embracing digital innovation and data analytics to enhance user experience and operational efficiencies, furthering the Tribunal’s ability to identify risks, overcome challenges, and seek opportunities for leadership in the delivery of the Tribunal’s primary purpose.**

Objectives	Strategies	How this will be achieved	Indicators of Success
 <p><b>Streamlined, simplified and efficient processes that support high performance</b></p>	<ol style="list-style-type: none"> <li>1. Build a workforce and organisation that is willing to embrace digital change to meet current and emerging core business.</li> <li>2. Improve and develop staff and member capability through training and education in modern tools and technology.</li> <li>3. Build a workforce that is empowered to leverage the Tribunal’s digital resources to explore innovative ways of delivering their core business while continuing to meet legislative requirements.</li> <li>4. Ensure that data is easily accessible and available to enable efficient and informed decision-making.</li> <li>5. Ensure accurate and easily accessible reporting to increase accountability and transparency of the Tribunal’s operations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Regularly reviewing processes to ensure that they are fit for purpose.</li> <li>2. Identifying learning needs and opportunities for members and staff to further their digital capability.</li> <li>3. Harnessing the availability and potential of data and analytics to enable timely, informed decision-making.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reduction in manual processes where appropriate.</li> <li>2. Increased workforce efficiencies from embracing innovative digital solutions while minimising any associated risk.</li> <li>3. Increased use of data and analytics to make decisions and deliver the Tribunal’s core business.</li> <li>4. Targeted provision of opportunities to staff and members alike to improve digital capability in alignment with Tribunal needs.</li> <li>5. A workforce that is willing to adopt digital change.</li> </ol>
 <p><b>Enhanced stakeholder digital experience</b></p>	<ol style="list-style-type: none"> <li>1. Enable a flexible and streamlined digital experience for stakeholders including consumers, members, and Tribunal staff that meets expectations and needs.</li> <li>2. Develop digital solutions that provide value and meaning to Tribunal stakeholders, particularly consumers, in balance with achieving optimal strategic impact.</li> <li>3. Enhance connectivity through modern digital solutions.</li> <li>4. Manage our digital and ICT assets to benefit all stakeholders.</li> </ol>	<ol style="list-style-type: none"> <li>1. Actively focusing on and engaging stakeholders to understand their needs.</li> <li>2. Providing open channels for feedback to the Tribunal.</li> <li>3. Being responsive to the needs of key stakeholders while maintaining legislative and regulatory compliance.</li> </ol>	<ol style="list-style-type: none"> <li>1. Increased stakeholder trust and satisfaction with digital experiences.</li> <li>2. Integration of stakeholder feedback into future-focused digital solutions and priorities.</li> </ol>
 <p><b>Maintenance and optimisation of digital systems and infrastructure</b></p>	<ol style="list-style-type: none"> <li>1. Optimise the available resources to maximise value and support modern delivery opportunities.</li> <li>2. Adopt an agile systems approach to meet evolving business needs.</li> <li>3. Seek continuous improvement opportunities that challenge the status quo.</li> <li>4. Ensure digital systems are robust, resilient, and reliable to support business delivery.</li> <li>5. Simplify and modernise digital systems, platforms, software, and tools.</li> </ol>	<ol style="list-style-type: none"> <li>1. Proactively identifying opportunities to modernise and provide leading innovative digital solutions.</li> <li>2. Ensuring solutions are flexible and scalable to the changing needs of the Tribunal.</li> <li>3. Reviewing whether systems support all functions and operations appropriately.</li> <li>4. Evaluating the effectiveness of system enhancements and other digital projects.</li> <li>5. Working within known constraints to maximise use of current technology and digital assets.</li> <li>6. Ensuring responsible and resourceful management of the Tribunal’s budget in the planning and delivery of digital solutions.</li> <li>7. Effectively managing risk and maintaining data and system security through sound governance.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identification and prioritisation of projects that balance both being responsive to current Tribunal and stakeholder needs and longer-term digital innovation opportunities.</li> <li>2. Provision of robust, secure, and reliable digital systems and infrastructure that support the delivery of the Tribunal’s core business.</li> </ol>