‘Digital’ is about using data and technology to optimize how we provide services to British Columbians and businesses. By making services more automated, integrated and intelligent, we improve their timeliness, ease of use, and value.

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Executive Summary

The idea for a Digital Strategy was born from some simple questions. What if data could be shared and accessed across the entire justice and public safety sector? What would it tell us about an individual’s experience navigating the criminal or civil justice system? What if the system was seamlessly connected for citizens? And what if we could reduce inefficiencies, giving British Columbians improved access to justice and public safety services?

From virtual courts and online tribunals to data-informed crime prevention and digitally-enabled emergency management — the justice and public safety sector is committed to embracing digital solutions to transform how we develop and deliver services. Together we can integrate services and systems, digitalize our paper-based processes, and generate data-informed insights to improve outcomes for British Columbians.

We will provide justice and public safety services that are seamless, smart and continuously improving. We will use data to inform our decision making, solve problems and improve our services. And we will rethink how we develop and provide those services — challenging the status quo and fostering a culture of innovation and experimentation that is fit for the digital age.

Our Digital Strategy will unify our transformational initiatives under a shared vision and approach and guide our investments in data and technology capabilities. It will identify strategies for optimizing and transforming our services — both inside and out — as well as opportunities for experimenting with emerging technologies.
The Digital Imperative

A number of drivers for change are converging on the justice and public safety sector, impacting how services are delivered and shaping future priorities.

### BUSINESS DRIVERS

- **Public Expectations** for efficiency and improved access to justice
- **Crime and Public Safety**: need to address violence against women, gang violence, mental health, and addictions
- **Policy and Legislation**: Reduced trial timelines, legalization of cannabis, responding to the opioid crisis, and segregation reform
- **New Relationship with Indigenous People**: UN Declaration, Draft 10 Principles, Indigenous justice, and shifting expectations
- **Impact of Climate Change** and demand for rapid response to and recovery from disasters

### TECHNOLOGY DRIVERS

- **Accelerating Pace of Change**
- **Modern/Agile System Design**: new methodologies (e.g., Agile, DevOps) require new workforce skills
- **Big Data**: increasing volume and variety of data collected, stored, and disclosed (e.g., body-worn video)
- **Cloud**: increasing opportunities for services that are only available in the cloud (+ significant cost savings)
- **Legacy**: aging infrastructure and systems
- **5G Cellular Network**: increasing opportunities for mobile automation and Internet of Things (IoT)

These drivers include increasing public expectations for more efficient and timely access to justice and greater public safety.

New policy and legislation are driving the sector to significantly reduce trial timelines, safely implement legalized cannabis, respond to the opioid crisis, and address over-representation of Indigenous people in the sector.

We must also address aging infrastructure and the impact of climate change on emergency management.

These challenges are significant and the need for change is compelling and urgent. The solutions will not be found in our traditional siloed, ‘bricks and mortar’ services, paper-based processes, and aging legacy systems. To modernize, we have to embrace ‘digital’ solutions.

With digital opportunities come challenges. The accelerating pace of change will require us to mature our skills in agile system design and development.

The opportunities promised by cloud computing and big data will challenge our data governance and analytics capabilities. And all of these emerging technology opportunities will need to be prioritized against the need to modernize and integrate critical legacy systems.

To succeed, we will need to think and work differently, encourage experimentation, and challenge the status quo.
Strengths & Challenges

The justice and public safety sector has a number of challenges that it faces and strengths that it can build upon as it digitally transforms its services.

**STRENGTHS**

- Committed Cross-Sector Leadership
- Engaged Judiciary and Police
- Coordinated IT Capital Investment
- High-Quality Data and Content
- Embracing Emerging Technology
- Corporate Enablers and Partnerships
- Common Technology Platforms

Together we can **integrate services and systems, digitalize our paper-based processes, and generate data-informed insights to improve outcomes for British Columbians.**

**CROSS-SECTOR GOVERNANCE & COLLABORATION**

Our Assistant Deputy Minister IM/IT Governance Committee is already providing effective oversight and coordination of our IT capital investments. However, operational spending on IT is not coordinated, and some critical systems (such as PRIME) are governed independently. Greater cross-sector visibility and coordination will provide greater opportunities to collaborate, while increasing value for money. Another strength is our strong relationships with the judiciary and the police and their support for cross-sector collaboration.
COMMON TECHNOLOGY PLATFORMS
The sector has already deployed common technology platforms (such as the Civil Resolution Tribunal) that can be used by multiple agencies. Others are under development (such as a Digital Evidence platform in partnership with the police). We will leverage the success of these platforms — as well as corporate platforms — to develop additional shared capabilities and provide better value for money.

LEVERAGING CORPORATE ENABLERS & PARTNERSHIPS
We will continue to work in partnership with central government to leverage, and further develop, corporate enablers such as: the BC Services Card and other digital identity services; cross-government data integration and analytics services; and, telecommunications and network infrastructure.

EMBRACING EMERGING TECHNOLOGY
By experimenting with emerging technology (such as blockchain and artificial intelligence) in controlled projects, the sector is safely testing and learning how to automate and improve service delivery.

Challenges we face include:

LEGACY SYSTEMS & INFRASTRUCTURE
Network connectivity continues to be a challenge, particularly in remote areas of the province. Our legacy systems and infrastructure will need to be modernized and integrated, and this work will need to be prioritized against — and coordinated with — other modernization initiatives.

PAPER-BASED & ARCHAIC PROCESSES
We must address our over reliance on paper-based and archaic processes (e.g., requiring a ‘wet signature’). These processes are preventing the full digitalization of our services and limiting our ability to manage and extract value from data.

POLICY & LEGISLATIVE BARRIERS
Many current policies and laws were created for a paper-based world, and can create barriers to digital services. We will identify and modernize policies and legal requirements that are preventing or limiting our digital evolution.

WORKFORCE SKILLS & DATA MANAGEMENT
Emerging technology and big data offer exciting opportunities to transform our services and increase our knowledge. However, they also challenge our digital skills and our ability to cost-effectively and securely store and manage data.

PRIVACY & CLOUD
While cloud services offer more cost-effective and secure data storage, there are unresolved privacy and data sovereignty concerns that are restricting our ability to fully utilize these services.

INSUFFICIENT DATA SHARING & RE-USE
The sector has high-quality data but we lack the standards and tools to effectively and securely share and re-use that data across the sector to enable more coordinated services and integrated data analysis.
We will encourage innovation, transforming how we work and how we use data and technology, to deliver increasingly accessible and trusted justice and public safety services to all British Columbians.

Digital Transformation

The justice and public safety sector has already made significant progress on its digital transformation journey. We launched Canada’s first online tribunal — the Civil Resolution Tribunal — providing a common technology platform that other agencies and tribunals can use. We implemented electronic ticketing to support our Road Safety Initiative and employed agile and DevOps methodologies to accelerate the development and launch of the Cannabis Retail Licensing application.

Continuing our transformation, we will modernize and virtualize our courtrooms with enhanced digital scheduling and video conferencing, while exploring the use of artificial intelligence (AI) tools. We will facilitate more timely prosecutions with a secure digital evidence platform; improve our business intelligence; automate case management work-flow processing and approvals; and enable public e-alerts and online registration and services for evacuees during emergencies.

A DIGITAL STRATEGY WILL:

» Unify these initiatives under a shared vision and approach

» Coordinate how we build on our digital strengths, seize opportunities, address common challenges, and manage risk

» Ensure that investments in data, technology and resources are prioritized & coordinated
DIGITAL TRANSFORMATION IN THE JUSTICE AND PUBLIC SAFETY SECTOR

SECTOR PRIORITIES

» Improved Access to Justice
» Over-representation of Indigenous People
» Violence Against Women and Children
» Emergency Preparedness

» Modernizing Courts and Reducing Delays
» Safe Implementation of Legalized Cannabis
» Organized Crime, Illegal Gambling, and Money Laundering
» Rapid Response to and Recovery from Disasters

» Reducing Trial Timelines
» Road Safety
» Guns and Gang Violence
» Addressing Increasing Service Delivery Demands and Costs

DIGITALLY-ENABLED TRANSFORMATION INITIATIVES THAT SUPPORT SECTOR PRIORITIES

Courts
» Digital Content Management
» Expanded Video Conferencing
» Auto Transcription
» Digital Services (e-Divorce)
» Digital Infrastructure and Connectivity
» Modernize JUSTIN

Access to Justice & Tribunals
» Online Dispute Resolution
» Tribunal Transformation
» E-filing
» Improved Information Sharing
» Integrated BI and Analytics

Services for Victims of Crime
» Modern Case Mgmt Tools and Portals Enabling Integrated, Holistic Services to Victims and Their Families
» Using Metrics and Data to Drive Program Innovation

Prosecutions
» Digital Evidence Management and Disclosure
» Secure Access to Information
» Improved Knowledge Mgmt
» Modernize JUSTIN

Coroner Investigations
» Modern Case Mgmt Tools
» Mobile Access
» Identity Verification
» Location Services for Crowdsourcing

Crime Prevention & Reduction
» Digitalizing Policy Tools
» Identity Verification
» Using BI/Analytics to Measure Performance and Predict and Prevent Crime

Road Safety
» E-ticketing and Online Payments
» Online Dispute Resolution
» Workflow Automation
» Using Data to Improve Road Safety and Operations

Corrections
» Modern Case Mgmt Tools
» Identity Verification
» Secure Access to Information
» Using Data to Improve Safety and Services
» Modernize CORNET

Regulation
» Digital Registration of Licensed Distributors and Compliance
» Online Cannabis Distribution
» Modern Case Mgmt Tools
» Using Data to Regulate/Prevent Money Laundering and Illegal Gambling

Emergency Management
» Digitalizing Disaster Recovery Services and Digital Alerts/Location Services
» Online Financial Assistance
» Using Data to Predict and Better Prepare for Emergencies

Supporting Services
» Modern Legal Case Management and Timekeeping Tools
» Legislative Drafting Tools

Digital Content Management
» Business Intelligence and Data Analytics

AI and Automation
» Dev Ops and Agile Methodologies
» Modern Service Management Tools

SECTOR GOALS AND OBJECTIVES

Fairness
Protection of People
Sustainability
Public Confidence

To Achieve These Outcomes

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Sector Business Priorities
Digital Innovation, Capabilities, and Services Will Support
Supporting Services (Legal Services, IM/IT, Finance, Facilities, HR, and Procurement)
The Vision for a Digital Future

Our Strategy is driven by a vision of a sector working collaboratively and innovatively to provide increasingly accessible, timely and trusted justice and public safety services to all British Columbians.

**DIGITAL JUSTICE AND PUBLIC SAFETY SERVICES WILL BE:**

- **Seamless:** easy to use, integrated and accessible anytime, anywhere and on any device
- **Smart and Personalized:** informed by data and secured by Digital ID
- **Continuously Improved:** by a digitally-fit, agile, and innovative workforce

These services will be supported by ‘back office’ automation and case management tools, and secured by strong identity verification and robust access controls. Data will be curated, accessible, and routinely-used to problem solve and improve services. Systems will be modernized and integrated, and developed using modern, agile methodologies. In addition, access to justice will be streamlined by digitally-enabled courts and tribunals and electronic disclosure of digital evidence will be timely, secure and comprehensive.
Our Strategy

We will take a shared platform approach to developing the digital capabilities that have been identified across the sector as critical to our success. This will accelerate their adoption, ensure consistency, and reduce duplication. As a first step, we will create strategies for developing or maturing these capabilities, as well as strategies for modernizing critical legacy systems and integrating our services and systems across the sector. We will also work together to provide the digital leadership necessary to grow an agile, innovative, and digitally-fit workforce — for which the first step will be to consult with the Public Service Agency and the Office of the CIO on the development of a Digital Workforce Strategy. The IM/IT Governance Committee will oversee this work, providing cross-sector governance over our digital investments, the development of enabling policies and processes, and change management.

To achieve our vision and digital outcomes, we will work collaboratively to foster a culture of innovation, establish digital governance and processes, and develop digital capabilities and platforms.

To achieve these digital outcomes, our strategy will focus on three core areas:

1. **Fostering a Culture of Innovation** which includes digital leadership and an agile, digital workforce that is empowered to challenge the status quo.

2. **Establishing Digital Governance and Processes** which includes coordinated and prioritized investments, digital policies and processes, and change management.

3. **Developing Digital Capabilities and Platforms** including, but not limited to, digital identity, automation, content management, and business intelligence and analytics.
### KEY ACTIONS

#### FOSTERING A CULTURE OF INNOVATION

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<td>1.</td>
<td><strong>Digital Leadership</strong>: Engage senior leaders across the sector as advocates for the Digital Strategy — to oversee its development, implementation, measurement, and reporting; and to champion innovation and culture change initiatives.</td>
<td>» Assign accountability for the Digital Strategy to the IM/IT Governance Committee.</td>
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<td>2.</td>
<td><strong>Digitally-fit Workforce</strong>: Foster an innovative and digitally-fit workforce that is data-informed and empowered to challenge the status quo, experiment, and continuously improve services.</td>
<td>» Consult with PSA and OCIO to develop an aligned Digital Workforce Strategy.</td>
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<td>3.</td>
<td><strong>Agile in Delivery</strong>: Mature our delivery of agile approaches to system design and development, and apply principles (iterative and adaptable execution, minimal viable product, and fail-fast mentality) to how we work in other disciplines (e.g., strategy, policy, standards, playbook development).</td>
<td>» Provide training in modern system development methodologies and identify additional training needs.</td>
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#### ESTABLISHING DIGITAL GOVERNANCE & PROCESSES

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<td>4.</td>
<td><strong>Coordinate and Prioritize Investments in Digital Capabilities</strong>: Coordinate and prioritize investments in digital capabilities, and associated resourcing, that support innovation, shared platforms, reusable data and value for money.</td>
<td>» Develop a Digital Investments and Governance Playbook.</td>
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<td>In prioritizing investments in digital capabilities, ensure that corporate capabilities are leveraged to the extent possible and appropriate, working with central government to further develop corporate capabilities to support increasingly digitalized services.</td>
<td>» Coordinate and prioritize our digital investments.</td>
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<td>5.</td>
<td><strong>Digital Policies and Processes</strong>: Identify legislation, policies and processes that are creating barriers for digital services and innovation and develop strategies for modernizing them.</td>
<td>» Expand the role of the Alliance Management Office.</td>
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<td>6.</td>
<td><strong>Change Management From the First Mile</strong>: Starting from the first mile, integrate change management practices into every stage of a digital transformation initiative.</td>
<td>» Develop an inventory of policy and legislative barriers.</td>
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### DEVELOPING DIGITAL CAPABILITIES AND PLATFORMS

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| 7. **Digitally-Mature Services:** | Assess the digital maturity of key justice and public safety services and develop strategies/road maps for optimizing their digital capabilities. | » Work with branches to develop ‘strategies-on-a-page’ for sector modernization initiatives.  
» Develop a Digital Services Maturity Model that includes criteria for optimizing both ‘front-end’ and ‘back-office’ services. |
| 8. **Mobile by Default:** | In optimizing digital services, ensure, wherever possible, mobile access to services (using mobile apps, video conferencing, etc.). | » Develop a Technology Modernization Strategy that includes strategies for:  
• Mobile access;  
• Use of automation and case management tools;  
• Integration across the sector;  
• Experimenting with emerging technologies; and  
• Modernizing critical legacy systems.  
» Experiment with AI, blockchain and other emerging technology. |
| 9. **Digital on the Inside:** | Ensure that services are optimally digitalized both inside and out (using case management and ‘back-office’ automation tools). |   |
| 10. **Integrated:** | Support cross-sector collaboration, information sharing and coordinated services with an integration strategy that takes a common platform approach to connecting services in a secure, accelerated and sustainable manner. |   |
| 11. **Embrace Experimentation:** | Safely experiment with emerging technologies (e.g., artificial intelligence (AI), blockchain) through controlled proofs of concept and pilots. |   |
| 12. **Maintain and Modernize Legacy Systems:** | Develop a strategy for the lifecycle of infrastructure maintenance and the modernization of critical legacy systems that takes a holistic system view and enables integration. |   |
| 13. **Digital Identity and Secure Access:** | Ensure secure access to high value and personalized services with strong Digital Identity and robust access controls, building on corporate capabilities, and exploring emerging technologies. | » Develop a Digital Identity and Secure Access Strategy that builds on corporate enablers (e.g., BC Services Card, OrgBook BC); and, explores emerging technologies. |
| 14. **Data-informed Services and Policies:** | Develop common capabilities, platforms and governance to extract value from data and use it to inform decision making, find efficiencies, solve problems, and provide a continuous feedback loop for improving policies and services. | » Develop a Business Intelligence and Data Analytics Strategy. |
| 15. **Data Accessibility and Reusability:** | Develop common digital information management capabilities to securely manage data as a strategic asset that is searchable, accessible, sharable and ready to use for business intelligence initiatives and to inform, provide and improve services. | » Develop a Digital Information Management Strategy. |
This framework will also have five components or sub-strategies, which are inter-related and working together to achieve the Digital Vision and Outcomes.

**Technology Modernization Strategy**
- Mobile access
- Case management
- Collaboration tools
- Automation
- Integration
- Cloud services and computing
- Connectivity
- Maintaining and modernizing infrastructure and legacy systems

**Digital Identity and Secure Access Strategy**
- Improving identity verification
- Authentication
- Roles and affiliations
- Providing users with access to high value digital services
- Electronic signatures
- Corporate identity services
- Ensuring secure and auditable access to information and systems

**Business Intelligence and Data Analytics Strategy**
- Extracting value from data and using it to inform decision making, find efficiencies, and improve policies and services;
- AI and machine learning
- Reporting and insight management
- Geospatial intelligence

**Digital Information Management Strategy**
- Digitizing information
- Managing large volumes and varieties of data and Internet of Things (IoT);
- Improving data quality
- Standardizing content so that it is searchable, reusable, and trusted
- Content and digital evidence management
- Meta data
- Data accessibility

**Digital Workforce Strategy**
- Agile development operations
- Innovation and Experimentation
- Data literacy
- Developing a digitally-fit, data-informed workforce that will design, build, and deliver our future digital services
Measuring Progress

This Strategy represents a first step in coordinating our digital transformation efforts. The IM/IT Governance Committee will oversee the development and use of measurements and maturity models for evaluating our progress and provide annual updates on that progress.

As an example, a Digital Services Maturity Model will be used as a tool for categorizing the digital maturity of a service and assessing where increased digital maturity or capability would add service value.

Ongoing monitoring, analysis and measurement of our progress will ensure that we are achieving our vision and strategy — and, in doing so — returning increasing business value. It will also provide continuous opportunities to generate and share insights and to improve and augment our strategic approach and implementation plans.

We will rethink how we develop and provide services — and use ongoing monitoring, analysis, and measurement of our progress to ensure we are achieving our vision and strategy.
* Workflow processing (where a work item is processed from an electronic work queue and actioned by a human agent only using digital tools) is considered a digitalized process.
### NEXT STEPS 2019/20

#### APRIL – JUNE 2019
- Assign accountability for Digital Strategy oversight and advocacy to the IM/IT Governance Committee.
- Consult with PSA and OCIO to develop Digital Workforce Strategy.
- Provide training in modern system development methodologies and identify additional training needs.
- Strategy launch communications.
- Develop Digital Investments and Governance Playbook.
- Co-ordinate and prioritize digital investments.

#### JULY – SEPTEMBER 2019
- Expand Alliance Management Office.
- Create inventory of policy and legislative barriers.
- Create ‘Strategies-on-a-Page’ for sector modernization Initiatives.
- Develop supporting strategy components.

#### OCTOBER – DECEMBER 2019
- Develop Digital Services Maturity Model.
- Assess maturity level of services.

#### JANUARY – MARCH 2020
- Experiment with emerging technologies.