

Case Study

Providing Saskatchewan's Trusted Registries

Building a Public-Private Success Story

History

ISC is a business corporation responsible for provision of registry services with deep-rooted knowledge and expertise in registry functions, systems and management. The Company has a unique history of originating from within the Government of Saskatchewan and then in 2000 becoming a Crown corporation. The Company's demonstrated capability in registry service delivery led to the government transitioning ISC to a private sector company in 2013 through a public share offering. ISC trades on the Toronto Stock Exchange (TSX:ISV) with the Government of Saskatchewan holding 31 per cent of its shares.

New Relationship with Government

Alternative Service Delivery (ASD) refers to the process of public sector restructuring that transfers responsibility for the delivery of public services on behalf of government. Today, ISC is Saskatchewan's exclusive full-service provider of land registry, land surveys directory, personal property registry and corporate registry management and services. The relationship is based on an ASD model and regulated by a 20-year Master Service Agreement (MSA).

Though ISC's relationship with the government will change, the security of government services it provides will not.

- Saskatchewan Minister of Justice and Attorney General,
Gordon Wyant (April 2013)

ISC is directly accountable for the administration of the registries, including customer access and interactions across multiple channels, transaction processing, applications and ongoing operations support on behalf of the province.

ISC's services extend beyond the delivery and maintenance of registry systems. The Company is an active partner with the Saskatchewan Government and is involved in (but not limited to):

- end-to-end program delivery supporting both front and back office functions;
- stakeholder relations and consultation;
- continuous improvement of registry technology and process system delivery;
- collaboration with Government partners ensuring the evolution and integration of public policy;
- setting and achieving objectives focused on customer experience.

Under the MSA with the Government of Saskatchewan, ISC receives revenue from transactional registration and search of registry data, while assuming the cost and risk of service delivery. Core service fees were established and are regulated by the MSA. A robust performance framework is included in the MSA, based on defined service delivery standards and expectations for customer experience.

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Outcomes of ASD Partnership

Responsibilities for providing and enhancing Saskatchewan's registry services were transitioned to ISC as the trusted ASD partner. In total, the services currently under the MSA span 13 register types. Positive outcomes have led to ISC being selected to provide additional services which support government programs beyond those in the initial MSA, including the Common Business Identifier Program, Asbestos Registry, Mineral Administration Registry and a number of systems that streamline and automate work for Ministry of Justice programs.

Since the inception of the MSA, ISC has met or exceeded all obligations on performance standards for each of the registries it manages. ISC has enhanced and modernized registry processes and technology systems to achieve ongoing improvements in access, usability and response times within each registry under the MSA. Most recently the Company completed modernization of the Saskatchewan Corporate Registry with the implementation of RegSys (a registry system by ISC's wholly owned subsidiary ERS), enabling 24/7 online submission and close to 90% of online transactions registered through automated processes.

Overall, improvements across the MSA registries have resulted in additional online access, increased service levels for customer transactions and higher customer satisfaction. ISC consistently surpasses performance targets, reflecting a continued commitment to customer service excellence. Our registries customer satisfaction survey results have demonstrated the success of this relationship model. For example, more than 81 per cent of ISC customers rated their experience 8, 9 or 10 out of 10 in 2018.

Key Success Factors

- **An understanding of government, registries and effective partnerships by all involved is essential.** Statutory registries support an efficient economy and thus relevant expertise and experience is required.
- **ASD partnership isn't a divestiture.** Government remains the steward of the public program; retains ownership, provides oversight, sets policy and regulates the registries. Contracting with a private sector partner for service delivery drives innovation and improves service efficiency and effectiveness.
- **ASD is a long-term investment.** The MSA is the formal start to the relationship and will continue to evolve over time. Ongoing communication and flexibility to adjust where appropriate are key to bridging any gaps, as well as sharing assumptions and understandings to ensure the ASD partnership will be sustainable and mutually successful.
- **Early and proactive communication is essential.** A smooth transition into an ASD partnership requires stakeholder consultation and communication during the implementation of a new service delivery model. This will help ensure a smooth transition experience for customers and employees.
- **Performance metrics in ASD** should be based on customer service targets, rather than internal corporate or government activities and processes.

Going Forward

ISC's unique government registry expertise, capability, experience and enabling technology provide the necessary foundation for ISC to deliver similar services on behalf of other jurisdictions looking to transform the delivery of trusted government services.

Contact Us

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Information in the right hands.