

Land Registry DITI Case Study

In 2013, Land Registry's Distributed IT Infrastructure (DITI) contract provided hardware, software, infrastructure and support for the infrastructure that delivers IT services to Land Registry staff at 14 different offices, as well as business and citizen customers.

For around 4,000 staff members, this included second line support for desktops, laptops, printers, servers, file storage and back office functions such as e-mail, together with network connectivity. For external customers, a platform to support secure extranet including Land Registry's e-security (end user authentication services) and internet connectivity was provided. The DITI Service at that time was being delivered through a commercial contract with Steria, worth about £8.5m per annum which was due to expire in July 2014.

Land Registry had sought approval from BIS and Cabinet Office to extend the contract but this was rejected and as a result Land Registry and Steria started making preparations to exit the contract in 2014. In the Cabinet Office rejection, the following direction was given:

"Land Registry should instigate a competitive procurement to secure the provision of appropriately disaggregated distributed IT infrastructure and support services using recommended frameworks as aligned with Government ICT strategy. Land Registry enhances its transformation roadmap with support from GDS to ensure greater alignment between its digital and IT strategy and with Government ICT strategy."

At that time, the Government ICT Strategy promoted:

- **Alignment of IT with the business** (delivers cashable savings, better public services and transparency)
- **Economic growth** (ASK ICT - Asset and Services Knowledgebase, demonstrates open source level playing field, avoids commercial lock-in and retains a competitive, open market, contributes to growing the role of SMEs, focuses on capabilities rather than infrastructure acquisition, agile and capability)
- **Creating a common ICT infrastructure** (open standards for data, open technical standards, cloud computing and applications store, public services network, end-user device strategy, green ICT)
- **Using ICT to deliver change** (channel shift, open application programme interfaces (APIs), and social media).

As a result of the rejection of the extension request, Land Registry initiated a project in October 2013 to disaggregate their IT services from Steria to an unknown set of new supply chain providers/partners. The project was called the DITI Disaggregation project and two tranches were planned:

- **Tranche 1:** (discovery /exploration) where all of the information surrounding the current DITI service, managed by Steria, was to be collated and analysed with the aim of understanding what components formed each service and define the most appropriate solution for disaggregation and compliance with the then current government policy. The output of Tranche 1 was to be a GDS-approved options approach that would form the basis of Tranche 2 (procurement and transition/implementation). It was planned that Tranche 1 would run from August to December 2013, with a delivery cost of c£170k
- **Tranche 2:** (procurement and transition/implementation) was to be the deployment of the approved option, which included procurement, engagement, and transition of the services developed from the Tranche 1 findings. Tranche 2 was planned to run from January to July 2014 with the intention of completing all transitions from the Steria contract by July 2014.

The initial plan was to procure a fully disaggregated DITI capability, using a flexible procurement approach with the emphasis on "cloud first" wherever possible, with seven procurement lots. GDS approved this approach and granted a six-month extension to the Steria contract (to January 2015) to allow Land Registry and Steria to work together to finalise the exit and transition arrangements. However, during the final part of Tranche 1 and the early part of Tranche 2, it became clear in April 2014 that the planned approach was not viable because the commercial and technical complexity

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of such a short extension outweighed the benefits for both parties. Additionally, another key issue was that Steria provided a pivotal systems integration and management capability that Land Registry decided could not be outsourced to a disaggregated supply chain. Land Registry concluded that the most effective solution to balance risk and cost would be to insource that element of Steria's contract by building on Land Registry IT capability and TUPE (transfer of undertaking protection of employment) transfer the appropriate Steria staff. Subsequently the sub-contracts managed by Steria could be substituted or re-procured as necessary.

Despite the lateness of this change, Land Registry and Steria worked together to insource the contract management staff and achieved this on 22 July 2014 as the existing contract ended. All Steria's subcontracts were migrated to Land Registry and a planned re-procurement of these started using approved framework and cloud services, to coincide with the natural end of each contract, thus avoiding extra risk and early termination costs. Early indications were that the DITI project saved Land Registry around £1.7m per annum (20% of previous running costs), with more to follow as the 63 subcontracts were renewed or replaced through competitive procurement.

Key to the success of the DITI Disaggregation project was the close cooperation between Land Registry and Steria. Additionally, robust internal leadership from the Senior Responsible Officer (SRO) and the project team meant that despite a late change in approach, with less than four months to go, the insourcing option was successfully delivered. Land Registry's existing internal IT capability was critical in enabling this, but effective integration of the Steria team was critical, and achieved to plan.

Land Registry's DITI Disaggregation project is a great example of successful delivery of a disaggregated model, but would not have been possible without good leadership by both the SRO and the project team and a sound in-house IT capability.