

Project Trident query log

Last update:

19/05/2025

ID	Date Raised	Source of Question	Topic	Question	Project workstream	Response owner	Response
QL001	09/09/2024	Project Trident Launch Day	Critical Success Factors	What are your critical success factors for Project Trident? We can't see references to net-zero, consumer, agility and flexibility.	Project Delivery	Nick Partridge	<p>The purpose of the critical success factors within the Strategic Outline Case (SOC) is to assess the long list of options for Project Trident. They are grouped into the following five themes which will be available in full within the SOC, once this is published at the end of September 2024.</p> <ol style="list-style-type: none"> 1. Strategic Fit and Business Need, including "allow flexibility, innovation and increased ease of change." 2. Potential Value for Money, including "be long-lived, with support until at least 2040". 3. Affordability, including "provide predictability of cost to customers". 4. Achievability, including "minimise impact on customer as a general rule" and "limit customer change impact to improvements" 5. Capacity and Capability, including "capable of scaling to increased data processing needs which are driven by market and business changes including decarbonisation". <p>These critical success factors will help develop the next stage of specific and measurable criteria which we will use to assess the shortlist of options in the next phase (Outline Business Case). We expect these to include further references net-zero, consumer, agility, and flexibility.</p>
QL002	09/09/2024	Project Trident Launch Day	UIG	Unidentified Gas (UIG) has not been mentioned in the project approach. How much of the initial business case will be based on reducing UIG volatility? Would a UNC freeze not be a blocker to potential reductions to this volatility?	Project Delivery	Steve Brittan	<p>Thank you for raising this. Our business case for Project Trident at this stage (Strategic Outline Case) does not reference UIG. From our Project Trident Launch event, we have logged UIG as an element to consider within the Outline Business Case alongside the impacts of our recommendations for elements of UNC freeze.</p>
QL003	09/09/2024	Project Trident Launch Day	Funding	Do the costs within BP25 cover all the steps within pre-procurement? Will the costs operate like other change initiatives (for example decarbonisation with a call off and rebate) and will there be more detail on what activities are being funded?	Finance	James Spicer	<p>The FY25/26 costs presented at the Project Trident Launch event will be inclusive of the all the steps within pre-procurement referenced in our presentation. These will be presented in the first draft of BP25, which will contain further detail on the activities being funded. We expect the costs to operate like the other change initiatives with a call off and rebate option.</p>
QL004	09/09/2024	Project Trident Launch Day	Governance and decision-making	Who will be the decision makers within Project Trident throughout the course of the project and activities, such as requirements gathering?	Project Delivery	Nick Partridge / Steve Brittan	<p>The ultimate decision-makers for Project Trident will be the Xoserve Board. Further details can be found on this page: https://www.xoserve.com/about-us/about-xoserve/our-role-and-customers/funding-governance-and-ownership/</p>
QL005	11/11/2024	BP25 Confidential Briefings	Resources	Is the Project Trident structure new posts or existing headcount assigned to project? How many new roles are being created?	Project Delivery	Nick Partridge	<p>For complex multi-year projects of this scale, it is important to have dedicated resources focused on delivery execution to protect delivery of BAU commitments. We therefore plan to have dedicated resources assigned to Project Trident.</p> <p>For the period FY25, we have c.20 resources internal/external planned to be onboarded. This does not include those resources included from other third-parties for Independent Project Assurance, Delivery Partner and Enterprise Advisory partner. Numbers for the additional third party resources are subject to their proposals.</p> <p>We have compared our numbers and structure against other similar programmes from across the industry, and we believe we are right sized for this stage of the programme.</p>
QL006	11/11/2024	BP25 Confidential Briefings	Project planning / execution	How do we ensure that each part of Trident is delivered on time and in budget?	Project Delivery	Nick Partridge	<p>In Projects of this scale and complexity there are many unforeseen risks that can emerge during the lifetime of the project, which can result in unplanned changes to timescales and therefore cost.</p> <p>To mitigate this Project Trident has adopted a robust cadence of risk management (identification, impact assessment, mitigation) which is tracked and reported through project governance. We've attached a copy of the Programme Governance framework for reference.</p>
QL007	11/11/2024	BP25 Confidential Briefings	Customers input	Please could you explain how customers' views on the question of whether to make further changes/enhancements 'whilst the car bonnet is open' is built into the procurement timelines, strategy, and costs?	Stakeholder Engagement	Nick Partridge / Clive Nicholas	<p>As detailed within the Strategic Outline Case, we are not anticipating new functional requirements to UK Link within Project Trident. There are however opportunities to improve processes "whilst the bonnet is up".</p> <p>We will be running workshops with customers to obtain their input into the improvements that they would value over the as-is processes. During these workshops, which we expect to occur in the first half of 2025, we will also be looking to identify opportunities to how we can build flexibility within the future UK Link to adapt to new functional requirements that may occur after the solution build.</p>

QL008	11/11/2024	BP25 Confidential Briefings	Assurance	How do we make sure we get the basics right and have a more reliable day 1 position?	Project Delivery	Dave Turpin	As with all programmes, extensive focus will be on creating a robust set of detailed requirements as a baseline. With the help of the industry, we anticipate that a code chill will reduce the amount of change that will need to be absorbed during the design and build phases. Comprehensive system, integration, user and market testing phases will be critical to ensuring that the resulting system(s) are fit for purpose and facilitate delivery of 'right first time' business processes.
QL009	11/11/2024	BP25 Confidential Briefings	Reporting	How will the spend/balance of the project be updated to Customers?	Stakeholder Engagement	Dave Turpin	This will be through the usual channels such as CoMC as well as through further confidential briefings if/when required.
QL010	11/11/2024	BP25 Confidential Briefings	BAU	What steps are being made to guarantee levels of service for core services?	Service Delivery	Dave Turpin	Where Project Trident draws on resources, particularly human resources, it is important that we have created required capacity within Xoserve and its third-party providers to ensure that business as usual activities remain a focus and fully resourced. We have therefore included costs for this to be achieved. As we move into later stages of design, build and implementation, we think it will become more important that the usual levels of change activities are slowed to free up further capacity for Xoserve, third party providers and customers alike.
QL011	19/11/2024	BP25 Confidential Briefings	Governance and decision making	Who will make the decisions on the OBC and chosen supplier?	Project Delivery	Clive Nicholas	Ultimately the decision as to what to include in the Outline Business Case will be made by the Xoserve Board but it will be produced in collaboration with customers and other stakeholders. Supplier(s) selection will be subject to a commercial process and therefore have an associated level of confidentiality. We are currently considering how we can include customer representation in the governance of the project and we expect to come forward with a proposal in the coming weeks.
QL012	19/11/2024	BP25 Confidential Briefings	Project planning / execution	Do you have a detailed timetable for the sourcing event?	Project Delivery	Nick Partridge	As of Q1 2025, Project Trident has a high-level plan which will be further developed by our Market engagement work through to Q2 2025. We are expecting launch on RFP in Q2 2025 and contract award Q4 2025. We will be developing a more detailed plan for the period from Q2 2025 to Q4 2025 to support our sourcing and procurement approach.
QL013	19/11/2024	BP25 Confidential Briefings	Design and governance	Will we be asking users for their requirements within this process?	Stakeholder Engagement	Emma Johnson	Project Trident will provide like-for-like (or better) functional requirements for the UK Link system, with very limited ability to introduce new requirements to the process. However it is vital that we engage with users to understand how we can minimise impacts of the new solution to deliver against these requirements. Our next step is to understand, compared to our as-is solution, what the to-be requirements will be to maintain like for like (or better) functional requirements. We'll be using customer feedback within our research to inform scoring against the criteria presenting in the SOC (including minimising customer impact and maintaining like-for-like or better functional requirements). We plan to do this within a series of workshops in H1 2025.
QL014	19/11/2024	BP25 Confidential Briefings	Project planning / execution	The timeline for sourcing looks too short?	Project Delivery	Nick Partridge	Our sourcing & procurement approach begun with Market engagement in November 2024 and we estimate that it will conclude with contract award by Q1 2026. We estimate that our total sourcing and procurement activities will take about 12 months.
QL015	19/11/2024	BP25 Confidential Briefings	Consequential impact	Our biggest interfaces are Gemini; are you saying that there will be no changes to our interfaces at all?	Project Delivery	Dave Turpin	The extent of any consequential change to Gemini will only be known once the programme is fully scoped (estimated within H1 2026). It is a project objective to keep these to as low a level as possible.
QL016	19/11/2024	BP25 Confidential Briefings	Consequential impact	If there is a consequential change to Gemini as a result, who picks up the cost?	Project Delivery	Dave Turpin	Consequential changes to CDSP systems are usually funded by the programme requiring the changes, in this case Project Trident.
QL017	19/11/2024	BP25 Confidential Briefings	Assurance	3rd party assurance, is this some assuring on costs?	Assurance	Clive Nicholas	Project Trident governance will involve 3rd Party assurance. There is an element of this which will assure against Project Costs - this is also to hold a mirror up to the programme by comparing against comparable industry projects on various aspects such as testing timelines.
QL018	19/11/2024	BP25 Confidential Briefings	Assurance	3rd party assurance - Would they report back to the board and customers?	Assurance	Clive Nicholas	We recognise the value that third party assurance can provide to the successful delivery of the project and we plan to issue an RFP early in Q1 2025. We believe it appropriate that the audience for the assurers' assessments and recommendations to not be isolated to the project team but extended to the Xoserve Executive, Board, customers and other stakeholders.
QL019	18/11/2024	Email to Business Planning account	Functionality	Will the change to UK link require any change to the current file flow format?	Project Delivery	Nick Partridge	We are at the start of a consultative process to select our preferred option for Project Trident. One of our key principles within this selection process is to minimise impact to customers, however it is likely that customers should anticipate some degree of change to their traditional file flows when we come to implement Project Trident (currently anticipated before 2030). We expect there to be benefits to reviewing file flow processes throughout the course of Project Trident and considering if there are benefits to customers for us doing so whilst reimplementing the UK Link solution and benefitting from the adoption of new technology and processes throughout the course of the programme.

QL020	18/11/2024	Email to Business Planning account	Funding	How do you anticipate the project cost to be smeared to shippers? Will this be via volume, MPRN count or some other calculation?	Finance	James Spicer	Project Trident costs are shared across customers of the data services contract (DSC). Organisations share of these costs is based on their portfolio size (the count of meter points, applicable for Shippers, DNOs and IGTs) and is detailed in our Business Planning documentation available on the BP25 minisite.
QL021	20/11/2024	BP25 Confidential Briefings - Follow up	Resources	How can customers access project materials that are version controlled, easily accessible and reduce confusion? There's so many resource points across the CDSP, let alone wider industry.	Stakeholder Engagement	Emma Johnson	For Stakeholder Engagement, we will ensure all Project Trident focused material is available on the dedicate webpage - https://www.xoserve.com/products-services/data-products/uk-link-system/project-trident/ To date, mainly finalised documentation has been shared, so there is no requirement for external version control, however, some active documents, like the Project Trident query log are labelled with a Latest Review date and notifications will be issued to all Project Trident subscribers.
QL022	22/11/2024	BP25 Confidential Briefings - Follow up	Assurance	How can customers feed into or have a voice with the independent project assurance?	Stakeholder Engagement	Nick Partridge	We expect to appoint one or more independent representatives to the Steering Committee to directly represent the wider customer voice. We will be consulting the market through Q1 2025 to shape this role and a supporting customer forum with a view to appoint when we have identified the right candidate(s). While the ultimate oversight and decision-maker for Project Trident is the Xoserve Board, and the customer nominated directors, inclusion of the customer representatives in steering will aid transparency and allow input from you, our stakeholders.
QL023	19/12/2024	Email response to The Tide	Assurance	What is the role outline for external project assurance for the funding parties on the project performance and spend?	Stakeholder Engagement	Nick Partridge	We are looking at securing independent programme assurance in Q1 2025 and this will be determined and approved by the Xoserve Board. The organisation appointed will be expected to provide assurance for the project itself and also for the industry participants.
QL024	05/02/2025	Stakeholder Engagement call - 05/02/25	Customer representation	For the stakeholder steering group representative/s role being appointed - is this a single person for all customer types?	Stakeholder Engagement	Emma Johnson	As of February 2025, we are defining this role/s with the recruitment market and exploring if it's possible for one person to represent our diverse group of customers. If that is unachievable, we will consider further representatives to ensure all view points can be appropriately represented.
QL025	05/02/2025	Stakeholder Engagement call - 05/02/25	Architecture	How will ARB and the EA tool ensure that no processes will be overlooked to avoid future black holes in the processes occurring?	Architecture	Andy Morrey	The Enterprise Architecture (EA) tooling and Architecture Review Board (ARB) are essential in the compilation, update and governance of the 67 TOGAF* artefacts used to describe the Xoserve architectural landscape. One of these 67 artefacts is the Process Catalogue which will hold details on every process within the Xoserve business (including UK Link). This artefact will reside within the EA tool along with the process maps for each process documented. The EA tool will allow the Enterprise Architecture function and wider Xoserve teams to visualise a process, its owner, the teams involved, the data processed, which applications support the process and even the infrastructure that all of the above runs/resides on. One role of the ARB is to ensure that the Process Catalogue and the many other TOGAF artefacts are kept upto date as and when changes are in the pipeline or implemented, keeping the holistic view of the Xoserve architectural landscape relevant. This is done by having all internal change (business and technical) come through the ARB for guidance and approval, providing a consistent steer in line with our Architecture Principles. By aligning our CDSP estate documentation to TOGAF now, we ensure a framework is in place to avoid the suggested black holes consistently across all change projects, most notably Project Trident. <i>*The Open Group Architectural Framework</i>
QL026	05/02/2025	Stakeholder Engagement call - 05/02/25	Customer representation	Are invites to working group going to only be issued to contract managers or contract managers & project trident engagement leads?	Stakeholder Engagement	James Verdon	We will contact DSC Contract Managers and nominated Project Trident Engagement Representatives when workshops are due to be scheduled. It's our expectation that this person would be the best to coordinate the most appropriate attendees from their organisations to attend workshops. We will endeavour to give at least 6 weeks notice in advance of workshops.
QL027	05/02/2025	Stakeholder Engagement call - 05/02/25	Project planning / execution	There were some high level timelines published with the SOC, appreciate these were early and subject to change, but has the thinking around timescales or timelines been affected by the market engagement exercise?	Project Delivery	Nick Partridge	The Market Engagement exercise helped us better estimate timelines for implementation post-contract award to a Delivery Partner. These timelines for the implementation for Project Trident will vary depending on the option for the new UK Link Solution and the Delivery Partner chosen. As of February 2025, we expect to have decided upon an option and to have procured a Delivery Partner in H1 2026.
QL028	05/02/2025	Stakeholder Engagement call - 05/02/25	Vendor considerations	There is a suggestion to minimise the numbers of vendors involved, but how are we making sure that those procured 'play well' together so that industry doesn't suffer because of the (potentially) complex relations?	Procurement	Lorraine Owen	It is recognised that complexity and risk increases the higher the number of vendors involved in the project. Appropriate contractual provisions, ways of working and governance will be put in place to manage the risks associated with appointing more than one vendor.
QL029	05/02/2025	Stakeholder Engagement call - 05/02/25	Vendor considerations	If a future vendor is not performing, how will Xoserve ensure it is managed swiftly, effectively and with penalties if needed?	Procurement	Lorraine Owen	Xoserve's contract with the awarded vendor(s) will include the appropriate provisions and remedies as well as the governance arrangements to enable us to manage the performance of the selected vendor(s).

QL030	24/03/2025	The Tide #5 response	Solution options	I have concerns about the decisions that are being taken without customer consultation. Can you please confirm what customers are engaged or have fed into these decisions and how the decision to further narrow down the solutions will be made?	Architecture	Emma Johnson	<p>Our research has shown that these options are no longer viable, and it is not cost effective for us to further understand the potential timelines, costs, and risks of them. This is due to the anticipated scores against our critical success factors in the Strategic Outline Case, including impact on the live service, providing like-for-like (or better) functional requirements, cost of the programme, and impact to customers.</p> <p>The three options with the reasons that we have not downselected them are:</p> <ul style="list-style-type: none"> • A. Do Nothing: This will not give us a route to a stable platform that will endure to 2040. Market Engagement has shown this, as has our analysis against the critical success factors in the SOC. • B. Buy Extended Support: This will not give us a route to a stable platform that will endure to 2040. Market Engagement has shown this, as has our analysis against the critical success factors in the SOC. • D. Alternative ERP Solution: Market Engagement did not support this as a strong option, with no clear alternative product presented. Additionally, the logistics of migrating from SAP to a new data schema in a different ERP without the options of automated migration tooling between solutions made this high risk. <p>A key input to our further understanding and moving to the right preferred solution option, assessed against our Critical Success factors, will be from a series of customer workshops taking place starting within H1 this year - likely in May or June. Once the series is confirmed, we will give Contract Managers 6 weeks' notice for in-person sessions, to ensure that we have the right contacts from your organisations.</p> <p>Our preferred option will be presented in the Outline Business Case as per the guidelines within the HMT Green Book. Before any formal decisions are made on the OBC by the Xoserve Board, including the Shipper Nominated Directors, we will be gathering additional customer feedback on the case in full. We would be grateful if we could count on your participation within this process.</p>
QL031	24/03/2025	The Tide #5 response	Project Trident set-up audit	Could you please explain the delay to bringing the project information to May's meeting and not April's, it would be useful to have this information earlier than later.	Assurance	Emma Johnson	We are sharing the results of the Project Trident set-up audit within the existing internal audit reporting cycle to Contract Managers. Hannah Hassanjee, our Risk & Audit Manager, reports internal audits to CoMC on a quarterly basis with the next quarterly summary due to be May.
QL032	30/04/2025	Customer call	Customers input	How will customers be consulted on the existing experience of the UK Link services?	Architecture	Meghan Mitchell	<p>Moorhouse Consulting has been engaged to work with customers to identify and validate key customer pain points with UK Link, as part of Project Trident. They will run a series of workshops during June & July 2025.</p> <p>The purposes of these workshops are:</p> <ol style="list-style-type: none"> 1. To validate known customer pain points around UK Link and to understand the frequency and severity of these from a user perspective. 2. To identify any new or previously undocumented pain points, and/or any existing workarounds being adopted by users to navigate UK Link issues or limitations, highlighting any discrepancies between our internal understanding and user experiences. 3. To clarify what customers can expect from Project Trident and how customer feedback will be used to influence future changes.
QL033	06/05/2025	Email from customer	Customer representation	Will the customer representative be appointed by Xoserve and paid for by Xoserve?	Governance	Nick Partridge	<p>Project Trident would be funding the costs of the role, via BP25 funding if required (in case, there are individuals who could take on these responsibilities as part of their existing roles in the industry). The roles will be appointed by Xoserve's Project Trident Steering Committee.</p> <p>A requirement of this role would be to represent the voice of the customer in Steering Group decision-making, for which an essential part would be for the individual to take a view independent from Xoserve Management.</p> <p>Our proposal for this isn't the same as the nominated roles within MHHS or the Xoserve Board at this stage. It was our intention for the role to be interviewed and for shipper/GTs/IGTs to be part of the interview panel. Due to not finding an available candidate after engaging with the market from February 2025, we intend to speed up the process by appointing two representatives (one for Shippers / and one for GTs/IGTs) in on an interim basis (likely 6 months) before decision-making around the Outline Business Case (OBC) takes place. We continue to look for a longer-term solution.</p> <p>We think the assurance we need is different to MHHS and Nexus as Project Trident focuses primarily on providing like-for-like (or better) functional requirements to the current UK Link and on technology re-platforming/modernisation. To adapt this, we have also adopted an additional independent Assurance Partner in PWC, who will provide an independent view on how the project is progressing, particularly on the tech & procurement processes, and can report their findings directly to customers where required within existing forums (eg CoMC).</p>