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# Project Trident Update

5<sup>th</sup> February 2025



Project **Trident**  
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# Objectives

Our objectives for the briefing are:

1. To provide a high-level update to customers on the outcomes from Project Trident Market Engagement.
  - Please note: we are unable to share commercially sensitive information related or named vendor responses.
2. To elaborate on our plans for further assurance for Project Trident.
3. To share information on our progress within the Enterprise Architecture Team.



# Agenda

- 14:00 – 14:05** Introductions & session overview
- 14:05 – 14:20** Market Engagement overview & outcomes
- 14:20 – 14:25** Assurance update
- 14:25 – 14:30** Architecture update
- 14:30 – 14:45** Q&A

# Market Engagement Recap

Our **Market Engagement exercise ran from 13<sup>th</sup> November to 10<sup>th</sup> December**, with the questionnaire made available via the Delta e-sourcing portal which was open to the whole of the market.

## **Our objectives were:**

1. To get feedback from the market on a set of carefully crafted questions for our UK Link replacement as articulated in the SOC, rather than to evaluate any individual vendor(s). This included indications from the market about how and when the design, build and test phases and implementation of Project Trident could take place to inform the development of timelines\*.
  - *Please note Project Trident timelines are being informed by our engagement with the market and procurement throughout 2025. Timelines for implementation will be confirmed after the selection of a solution and contract signature of a delivery partner.*
2. To excite the market about involvement in a future UK Link replacement.



# Market Engagement outcomes

**17 of the 22 organisations** who registered for the Trident Market Engagement event on the procurement portal provided a response. The following themes were gathered:

| Market Observation  | How we are adapting our approach   |
|---|--|
| <b>The market agreed with the 6 options we shared in the SOC on how to address UK Link replacement.</b> | <p>The market are indicating that we can refine our 6 Economic Case options:</p> <ul style="list-style-type: none"><li>- Discounting 2 options: A. Do nothing &amp; B. Buy extended support</li><li>- Relating to options C or F, review the level of fit of our To-Be requirements against SAP S4/HANA IS-U core functionality</li></ul> <p>We will be ratifying this hypothesis through our internal governance (e.g. Architecture Review Board or Steering Committee). Subject to approval. This will be reflected in the Economic Case of the Outline Business Case (OBC).</p> |

|   |                         |
|---|-------------------------|
| A | Do Nothing              |
| B | Extended Support        |
| C | SAP Renewal             |
| D | Alternative ERP Package |
| E | Self-Build              |
| F | Hybrid                  |

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| Market Observation  | How we are adapting our approach   |
|---|--|
| <p><b>The majority of the market thought that delivery timeframes of 2.5-3.5 years* post contract signature were most likely.</b></p> | <p>These timeframes are broadly in line with our initial estimates in the Strategic Outline Case (SOC). We will use this to inform our forward plan taking account of existing contractual arrangements.</p> <p>They confirm that we will need some form of interim SAP support once mainstream support for SAP ceases Dec 2027, which would require a separate RFP.</p> <p><i>*Please note Project Trident timelines are being informed by our engagement with the market and procurement throughout 2025. Timelines for implementation will be confirmed after the selection of a solution and contract signature of a delivery partner.</i></p> |

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| Market Observation  | How we are adapting our approach   |
|---|--|
| <b>Too many vendors leads to coordination and delivery hand-off risk</b>  | We will consider lotting strategies within our Sourcing Strategy.  |
| <b>A fair and level playing field needs to be maintained across vendors prior to and during the procurement phases.</b> | Vendors responding to the market engagement felt this was critical to enable a fair and transparent procurement process. We will continue to follow procurement best practice to ensure a competitive process. |

# Market Engagement next steps

## Next steps:

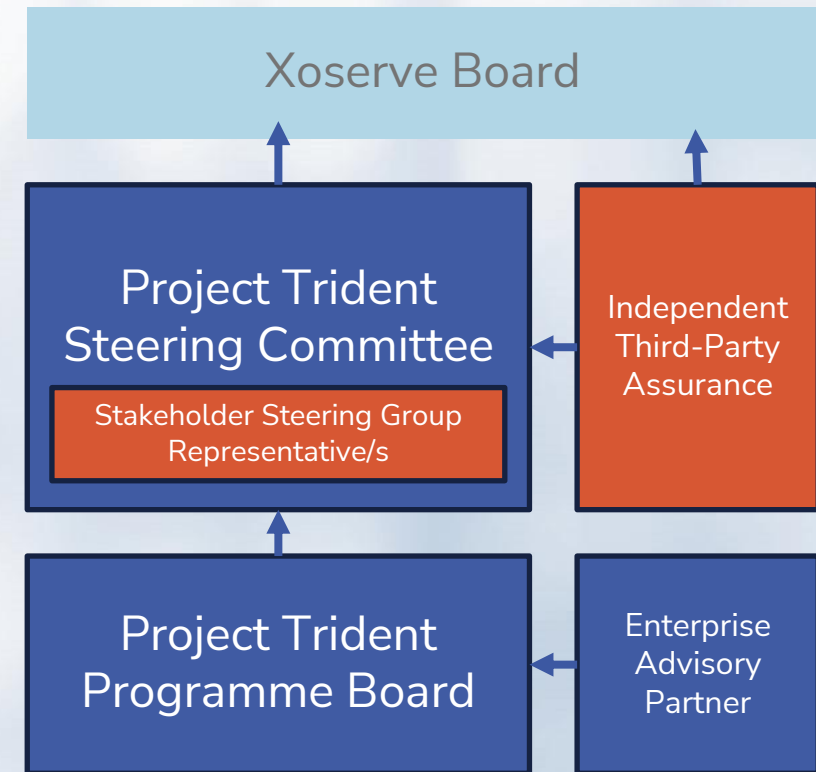
1. We will use the outputs from the Market Engagement as a significant input to our Sourcing Strategy. This will define the formal procurement approach we will follow, and our lotting strategy which will be developed during H1 2025.
2. We will follow-up with some specific questions related to individual responses.





Our governance structure for Project Trident continues to mature with two planned additions.

1. 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 recruitment 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).
2. We are looking at **securing independent third-party programme assurance in Q1 2025**. The organisation appointed will be expected to provide assurance for the project itself and also for the industry participants.



# Enterprise Architecture

Xoserve and Project Trident's Enterprise Architecture function continues to develop. There are two updates for customers:

- Within January 2025, we began a pilot of our Architecture Review Board (ARB). This will have internal responsibility for the governance of changes, decisions and approvals relating to Xoserve's architecture.
- Several Enterprise Architecture tools are being reviewed against Project Trident requirements. Xoserve based demonstrations are due to be run early February where scoring of each tool will be undertaken in line with a mini-RFP with the objective of selecting a single tool/vendor for implementation.



Questions from this session will be added to the Project Trident Q&A log on our [homepage](#)



Thank you.

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