

Project Trident query log

Last update: 06/12/2024

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	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.
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	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.
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	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/
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>

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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	<p>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.</p>
QL009	11/11/2024	BP25 Confidential Briefings	Reporting	How will the spend/balance of the project be updated to Customers?	Stakeholder Engagement	Dave Turpin	<p>This will be through the usual channels such as CoMC as well as through further confidential briefings if/when required.</p>
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	<p>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.</p> <p>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.</p>
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	<p>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.</p>