XOSERVE

Project Trident Preferred Hypothesis Customer Consultation Playback

November 2025

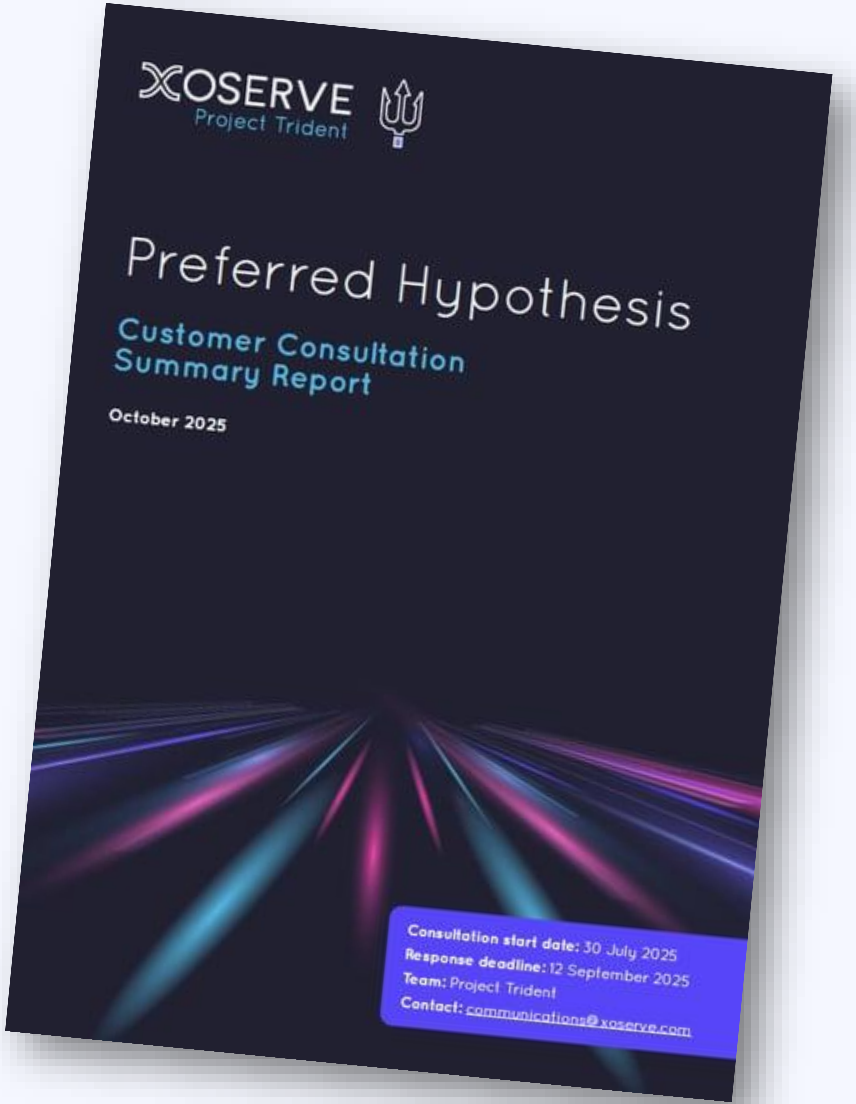
Making **energy** data **work**.

Purpose & Agenda

Objectives:

- To ensure customers know the high-level findings from the Project Trident **preferred hypothesis customer consultation**.
- To share the **next steps** for the preferred hypothesis.

Please add your questions to the Q&A function



Preferred hypothesis

Between 30 July and 12 September 2025, Project Trident held a customer consultation on its preferred hypothesis
- **a hybrid approach, using a two-step process.**

1. Migrate UK Link SAP ECC6-ISU core to S/4HANA, for a supported platform

2. Optimise and simplify the estate, to create a more modular architecture

Customer consultation overview

We want and value your feedback, it helps shape Project Trident.

We know people like to receive information in different ways, so we shared the consultation process and dates via a briefing, online.

Thank you for engaging with the consultation by attending the customer briefing, viewing the online documents and sharing feedback through one of the way offered:

1. Online surveys: 3 responses
2. Workshop taking place on 5 September: 25+ attendees
3. Written responses to the Stakeholder Engagement Team and Customer Advisors: 1 response

Our findings

We found that contributing **customers largely expressed support or were neutral towards the preferred hypothesis** based on the information shared in the consultation.

We found that:

- **Step 1** was regarded as providing the necessary foundation to ensure stability and continuity but carried delivery and duplication risks.
- **Step 2** was seen as achieving most of the long-term benefits but is more complex and where greater risks (overheads, scope and customer impact) would surface.

Our findings

Respondents **consistently wanted additional information on Project Trident** to build further confidence in the preferred hypothesis.

These themes are:

- Cost and value for money
- Project management and governance
- Scope
- Industry awareness and continuity
- Engagement and communication

Next steps: Requests for information

We understand that people need more information on these key areas.

The team is continuing to focus on exploring options that will deliver the required outcome and deliver value for money.

A great deal of work has been undertaken, and will continue, to ensure these are answered and build your confidence in the preferred hypothesis.

We expect these to be largely fulfilled within the next stages of the project by using HMT Green Book approach; the Outline Business Case and the Full Business Case.

Next steps: HMT Green Book approach

We will continue to follow **the HM Treasury Green Book** approach for the development of Project Trident's business case.

The HMT Green Book provides three iterations of the business case, progressively building the case for change:

1. **Strategic Outline Case**: Focus is on building the case for change establishing the rationale for intervention, and identifying **a long list of options** to address our problem;
2. **Outline Business Case**: Focus is on refinement of our options, leading to identification of **a preferred option** and how we propose to procure this;
3. **Full Business Case**: Confirmation of the **preferred solution**, including outcome of procurement, proposed delivery approach, budgets etc.

Next steps: Preferred option

No decision has been made on the preferred option for Project Trident.

The valuable customer input received as part of the consultation process will be considered alongside our critical success factors and business needs including risk management, continuity for the live services, scalability, flexibility, speed of change and ultimately value for money of the technology option.

This collective information will help inform our preferred option, which will be documented in **the Economic Case of the Outline Business Case**.

We expect this decision to be made within 2025, and we will further engage with customers on this based on the requests for further information shared. This decision is still subject to change until we reach the preferred solution in the Full Business Case.

Next steps: Customer Engagement

We will share and hold customer briefings on the following topics in the coming months:

1. **13th November**: UK Link Pain Point Feasibility Assessment playback
2. **26th November**: Confidential Project Trident BP26 briefing for Contract Managers
3. **Within 2025:** When a decision has been made on the preferred hypothesis, we will communicate this decision to customers in a dedicated briefing. This will include requests for feedback on extracts of the OBC in advance of the full publication.

Any questions?