Project Trident

Governance Overview

May 2025

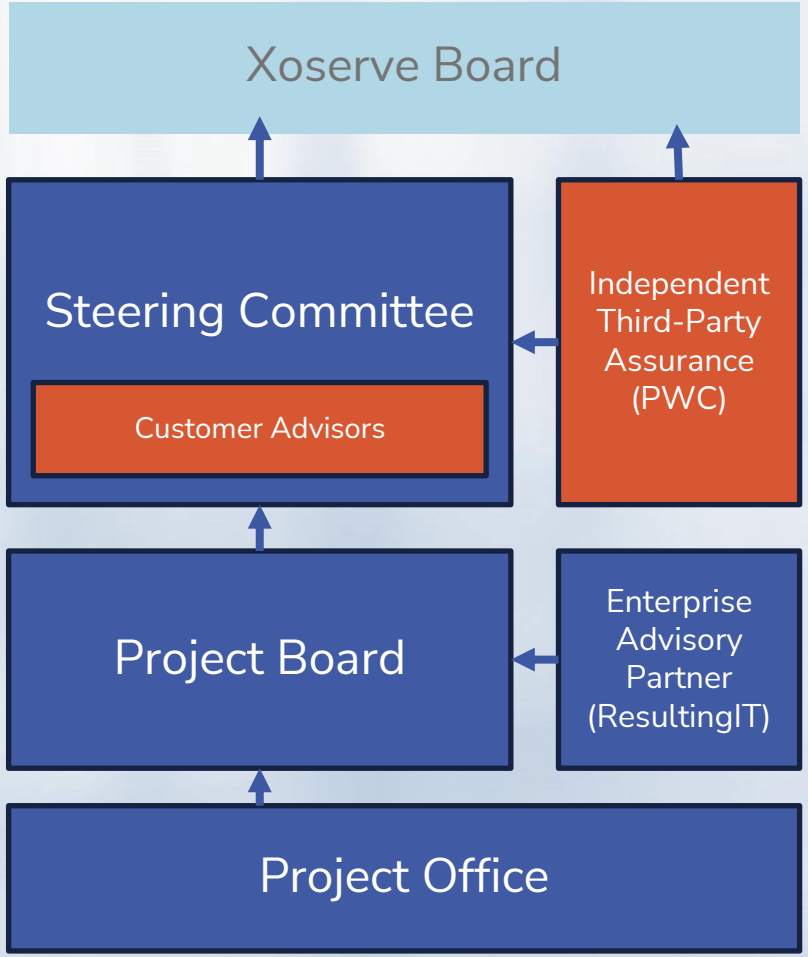
Project Trident pre-competitive* governance structure

Our internal project governance structure consists of three layers:

1. Project Trident Project Office,
2. Project Trident Project Board,
3. Project Trident Steering Group.

Our governance structure for Project Trident continues to mature with two additions (in red).

1. Independent Third-Party Assurance:
   - The organisation appointed will be expected to provide assurance for the project itself and also for the industry participants.
2. Two Customer Advisors for Steering Group:
   - We expect to appoint one or more independent Customer Advisors to the Steering Committee to directly represent the customer voice.



*In Q2 2025, before onboarding Project Trident Delivery Partners

Project Trident pre-competitive* governance structure

Steering Committee (SteerCo)

Steve Brittan
Chair & Xoserve CEO

Purpose:

- Guidance on overarching programme strategy and objectives
- Escalation point for critical matters that cannot be resolved by Programme Board
- Key programme change decisions (scope, schedule, cost)

Project Board

Clive Nicholas
Co-chair & Strategy and Development Director

Dave Turpin
Co-chair & Programmes & Service Delivery Director

Purpose:

- Controls project execution and delivery within agreed tolerances as delegated from SteerCo
- Escalate critical matters that cannot be resolved, or beyond delegation, to Steering Committee

Programme Office

Nick Partridge
Programme Director

Purpose:

- Manages Project Trident progress, governance meetings and reporting

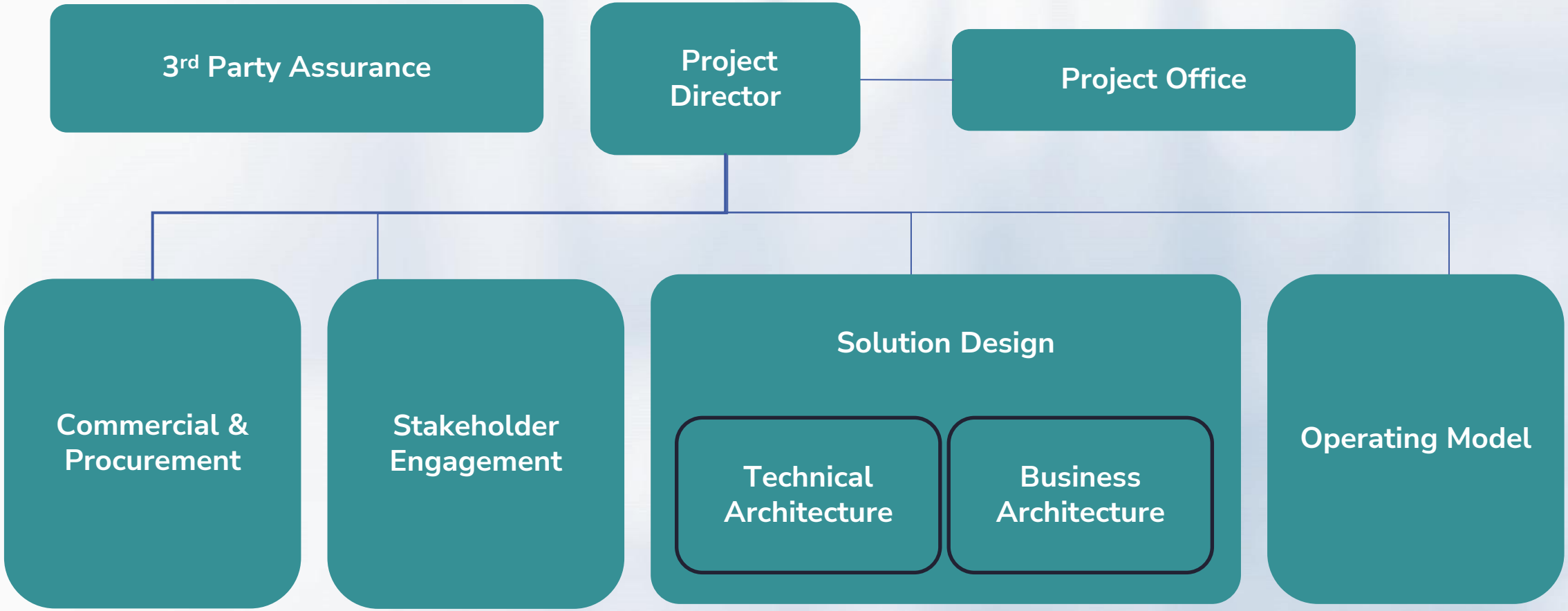
Stakeholder Engagement

Through all governance forums to support sharing updates and gathering stakeholder input

**In Q2 2025, before onboarding Project Trident Delivery Partners*

Project Trident pre-competitive* project structure

Our project is made up of the following workstreams that report within our governance structure.



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