



Project Trident

Change impact
assessment and
control approach

June 2025



Objectives

This presentation is intended for discussion at Change Management Committee (ChMC) and for information at Contract Management Committee (CoMC).

Its objectives are:

- To share our change impact assessment and control approach for Project Trident, in advance of customer engagement workshops on UK Link pain points.
- To share how and when the change impact assessment and control process will bolt on to existing change processes.

Project Trident current state

- Project Trident scope, as described in our [Strategic Outline Case](#), is based on a like-for-like set of functionality:
 - *Section 2.3.1, Objectives: “Deliver a UK Link, that as a minimum, provides the same functionality for stakeholder groups as the system provides today”*
- The Project Trident team’s focus is currently on **the solution definition phase** and analysis against three options for UK Link modernisation.
- Once our analysis is complete, we plan to share a preferred option in the Outline Business Case (OBC), as per the HMT Green Book guidelines. **Our target date for the publication of the OBC is 31 October 2025.**
- Analysis includes input from **customer engagement workshops taking place between June & July** led by Moorhouse Consulting focusing on UK Link pain points.

C	SAP Renewal	Buy and rebuild SAP to run on the next generation of SAP’s product suite (S/4HANA). No in situ upgrade available.
E	Self-Build	Build own solution specific to Xoserve’s requirements and business processes.
F	Hybrid	Build and Buy. Buy a packaged product and build significant parts of the solution.

Project Trident change impact assessment & control approach

In advance of customer engagement workshops concluding, we want to share the Project Trident approach for impact assessment and change control in the event of new requirements emerging.

Our objectives for our approach are:

- To minimise risk and increase reliability of the future UK Link from day 1, by controlling the addition of new functionality;
- To be cost-efficient and where possible avoiding duplication where change is incorporated into both BAU and Project Trident;
- To ensure that Project Trident delivers at a minimum the same functionality as the current UK Link;
 - To ensure that where additional functionality is agreed, the benefits and time & cost impacts are understood and tracked.
- To control project scope and apply clear learnings from previous projects to agree a change control early within our project lifecycle;
- To apply a fair and transparent process for changes across all customer groups and their differing needs;
- To make processes simple for customers, by using existing channels.

Project Trident change impact assessment & control approach

What will it cover?

Our change impact assessment and control process will cover:

1. **BAU initiated change:** The impacts of any BAU change through the delivery lifecycle of Project Trident are assessed and incorporated as required to avoid divergence between BAU and future UK Link.
2. **Project Trident initiated change:** Any proposed deviations from our “like-for-like” are assessed and understood (e.g. potential improvements surfaced through pain-point workshops);

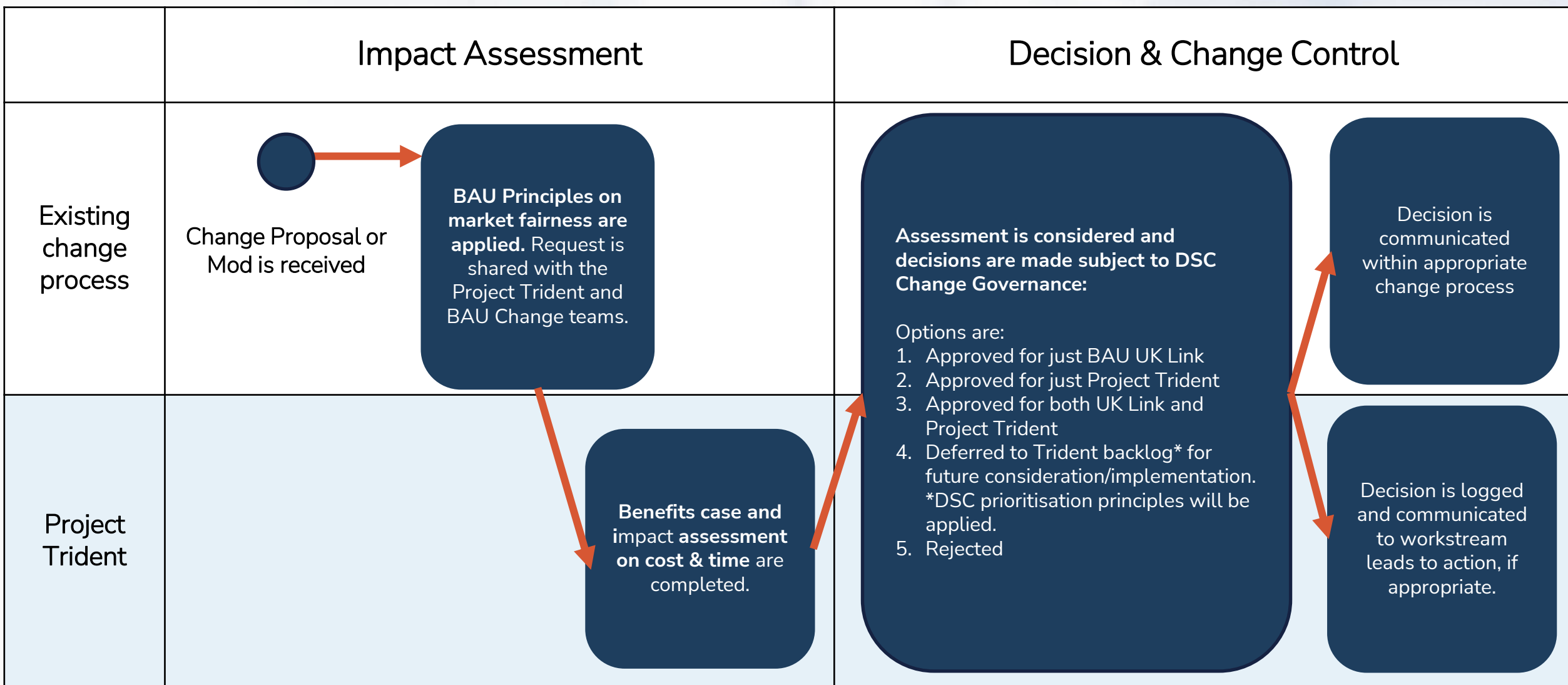
How will it work?

- Our process will bolt on to the existing change processes and create no additional requirements for customers:
 1. Change requesters will submit a CP (change proposal) or modifications through existing processes, using existing templates.
 2. Project Trident will receive the same CPs or modifications and provide an assessment against cost and time impacts against the existing scope for the future UK Link solution. The Project Trident team will not make decisions on BAU change and instead articulate the impact on Project Trident cost and time into the existing change process, for example Modification Workgroups, ahead of incorporation into project scope.
 3. Change requesters will hear the results of the assessment and the outcome for the future UK Link solution within existing channels (such as ChMC, Mod Workgroups or DSG).

When will it start?

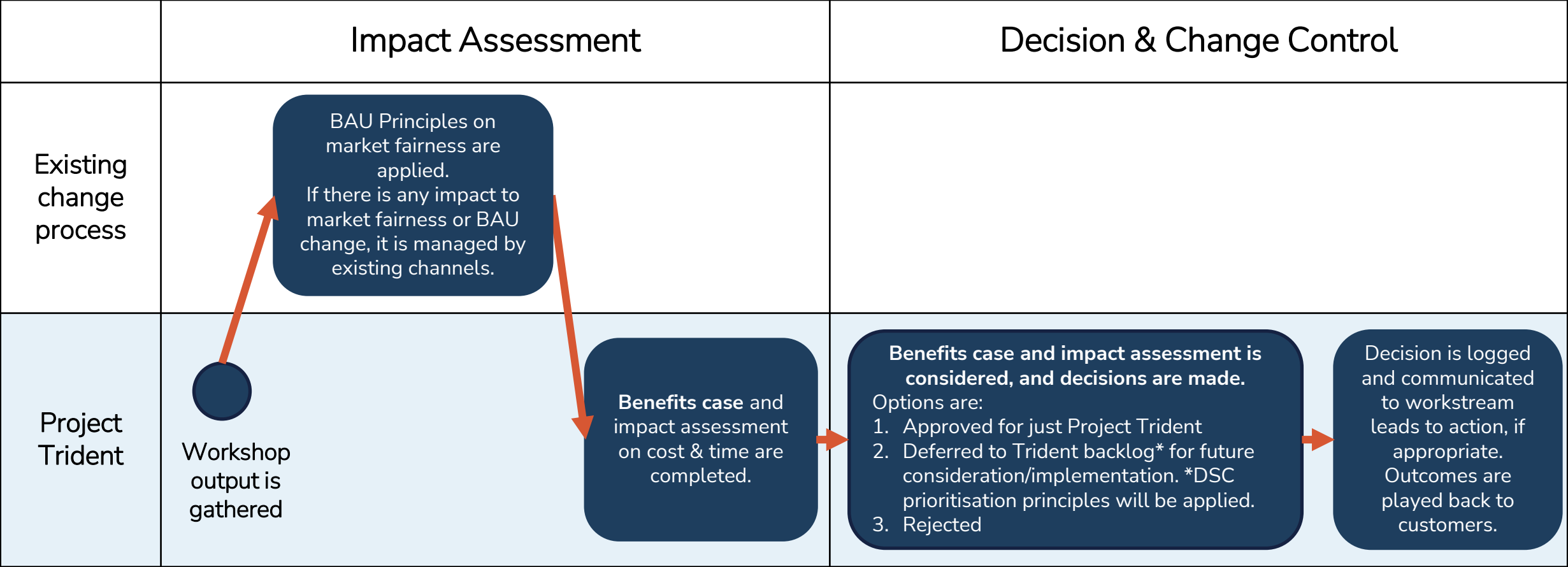
- The change impact assessment and control approach for Project Trident will begin immediately for CPs or modifications that could come into place during our potential delivery timelines, e.g 2028.

Project Trident change impact assessment & control approach



Exceptions: Project Trident initiated change before RFP

Before a decision is made on the preferred solution and publication of the vendor request for proposal (RFP) (currently estimated for Q1 2026), there will be a process by exception that could be enacted **where there are no impacts to BAU change or market fairness principles**. This could apply to pain points gathered within the upcoming customer workshops.



Next steps

- The change impact assessment and control approach for Project Trident will begin **immediately** for CPs or modifications that could come into place during our potential delivery timelines, e.g 2028.
 - We do not anticipate this adding delays to any existing change processes.
- **Customer Engagement Workshops on UK Link pain points will take place between June & July.** Playbacks with a collation of outputs (pre-impact assessment) will be presented on 21 July and 24 July. These sessions are open to all customers.
- We expect to share our Outline Business Case, including a preferred solution, by 31 October 2025.

Thank you
Any questions?

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