

The Tide

Welcome to #12 of The Tide 🌊, Xoserve's monthly newsletter, providing a summary of our progress, sharing updates and upcoming work as we navigate the waters of our UK Link modernisation project together.

To ensure you can access the latest information, we are maintaining our [Project Trident homepage](#) with all the latest materials, including our active Project Trident Q&A log.

Trident's top three: Headlines for the month

1. Customer consultation demonstrates customers primarily in support, or are neutral towards Project Trident's preferred hypothesis.
2. Feasibility analysis workshops explore solutions to UK Link pain points.
3. BP26 Draft 1 shares our Project Trident progress and our next steps within the pre-procurement phase.

1. Customer consultation demonstrates customers primarily in support, or are neutral towards Project Trident's preferred hypothesis.

Feedback received during the Project Trident preferred hypothesis consultation period (between 30 July and 12 September 2025), found that customers largely expressed support or were neutral towards the preferred hypothesis based on the information shared in the consultation. This was primarily due to the minimised delivery risk assumed with the hybrid option in comparison to self-build and the further adaptability of the hybrid solution.

The full report is available to view [here](#)

As a recap, [the preferred hypothesis](#) is a hybrid approach, using a two-step process:

- Step 1 would be to migrate UK Link SAP ECC6 ISU core to S/4HANA, for a supported platform.
- Step 2 would be to optimise and simplify the estate, to create more modular architecture.

The feedback received during the Project Trident preferred hypothesis consultation has been turned into the '*Preferred hypothesis customer consultation report*'. Key findings include:

- 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.

Respondents consistently wanted further information on Project Trident and several themes emerged on what they see as important for building confidence in the preferred hypothesis:

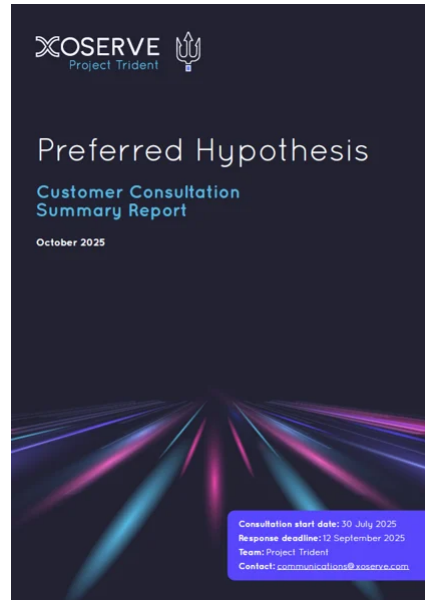
- Robust project management and governance of Project Trident.
- Clear project scope that will create a flexible and future proof system.
- Consideration of industry projects to enable customers to manage resources and avoid clashes. Maintaining service continuity during migration.
- Demonstrate value for money and system viability until 2040.
- Engage and communicate with customers so they are up-to-date and know more about the evidence supporting the preferred hypothesis.

The valuable customer input received as part of the consultation process will be considered when we bring together evidence on the preferred hypothesis and alternatives reviewed.

This will all be considered alongside business needs including 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 fully documented in the Economic Case of the Outline Business Case.

The creation of the Economic Case will also aim to provide the information requested by customers such as further clarity on the hybrid option.

We continue to ensure customers have as much information as possible. The full report has been shared with Contract Managers and nominated Project Trident representatives. An online customer briefing will take place **on Wednesday 5 November between 10:00-10.30** focusing on the main findings and to understand how this valuable feedback will be used as part of the decision-making process for the project. If you would like to attend this briefing and haven't yet received the invite, please contact communications@xoserve.com.



2. Feasibility analysis workshops explore solutions to UK Link pain points

Following the UK Link pain point workshops held in June and July, where customers shared their experiences and insights, Xoserve's Architecture, Project Trident and Customer Engagement teams have been building on that valuable input. As discussed in [edition 11 of the Tide](#), we've been running a series of internal Feasibility Analysis workshops to explore the technical feasibility, costs, benefits and potential industry impact of the issues customers identified. These sessions mark an important next step in our shared journey to ensure UK Link continues to evolve to meet industry needs.

The workshops are designed to assess the feasibility of different solution options for each pain point, considering their potential benefits, costs, and practical deliverability. Inspired by the HMT Green Book Five Case Model, each option has been reviewed against the following five dimensions: strategic, economic, commercial, financial, and management.

So far, we've completed four of the five internal feasibility workshops, during which we have:

- Reviewed and validated potential solution options for both service experience and architecture-related pain points.
- Assessed each option's feasibility, including the level of investment and implementation complexity involved.
- Begun to develop a roadmap to 2030+ to show when different solutions could realistically be delivered.

The work completed to date has provided a rich understanding of which options are most promising, which need further investigation, and where dependencies may exist across the broader change landscape. The series will conclude with a customer playback session,

where we'll share our approach, high-level findings, and next steps. This session will ensure continued transparency and allow for your feedback before any next steps are confirmed.

All solutions will be reviewed fairly in line with DSC governance. Our assessments will provide recommendations or business cases for where and when feasible solutions could be implemented. Implementation could take place: within DSC change (facilitated by BP26) in advance of Project Trident delivery; within Project Trident; or post-Project Trident delivery. We will use the process laid out in the [Project Trident Change Impact Assessment & Control Approach](#) shared within ChMC and CoMC in June.

DSC Contract Managers, nominated Project Trident engagement and technical representatives will receive an invitation to this virtual playback session within Q4 this year.

3. BP26 Draft 1 shares our Project Trident progress and our next steps within the pre-procurement phase

As part of [Xoserve's Draft 1 BP26](#), Project Trident highlighted the significant progress made since BP25 and sets out its focus for the duration of the BP26. As a multi-year project to modernise the UK Link platform, a proposed timeline of activity and associated financial request, is shared in each Xoserve BP. The overall timeframe and estimated cost of Project Trident remains the same as in the BP25 forecast. As the project progresses, we have more information and greater clarity on what technology exists and how it can be used to deliver the most efficient and effective approach for UK Link.

Consequently, the financial request for Project Trident is lower in BP26 than in BP25 as it reflects our current plan, where we expect to run 'longer but thinner', with a procurement phase running until summer 2027. This change to the procurement timeline will allow us to undertake greater analysis of our existing UK Link solution and how this might fit against our three remaining Economic Case Options. This is being done through trial migration of code as part of elaboration of our Preferred Hypothesis, and more detailed working with vendors on the delivery approach, costs and risks for a custom approach. This will be followed by a Design/Build/Test phase to move to a supported platform by 2030 in line with our critical success factors. The financial reduction, in comparison to forecast within BP25, is primarily led by us predicting to bring on transformation partner(s) later outside BP26.

The [BP26 Portal](#) provides the routes for questions and feedback within the Business Planning cycle.



Other news

Project Trident Steering Committee Customer Advisors interim period almost concluded

Our two interim Project Trident Steering Committee Customer Advisors Gareth Evans and Matthew Little, have been in place for four of the six months allocated as the interim period. The roles were established to bring a customer perspective to Project Trident governance and providing a healthy check and challenge to decision making. They also offer an additional route for customers to ask questions or share their thoughts and insights on the project. A review of the role is currently underway and we will update you on this in the coming months.

The primary contact for the Customer Advisors will remain via their existing email addresses using “Project Trident” within the subject line where ad hoc meetings can be scheduled. Please expect a short delay to their responses.

- Gareth; gareth@waterswye.co.uk
- Matthew; mlittle@northerngas.co.uk

Stay in touch

If you have any feedback on the newsletter, it's content or what you'd like to see next, please email us via communications@xoserve.com. Otherwise stay tuned for more updates and thank you for your continued support.

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