

Engagement Details:**ALEA-82171Y****Digital Transformation
PURELY FOR ILLUSTRATION****Opportunity Details:**

Sector	FS1-Core Technology
Account	Sainsburys Bank
Owner	Alan Hunter
Primary Horizontal	UK-Application Services
TCV	£630,000.00
Sales Stage	Standby
Modified Date	19/07/2008

Engagement Complexity Assessment Created:**RTULLEY,Richard****14/10/2019****Next Assurance Gate:****BCR0c Full Qualification****Complexity Assessment Summary:**

The overall assessment recorded for this engagement is **High**.

The complexity rating was *moderated*, from an initial complexity assessment of **Moderate** to a final complexity assessment of **High**.

The complexity assessment was moderated because:

The derived complexity is only 1 point off High.

Given what we know about the timescales and the requirements this engagement does feel - emotionally at least - more than Moderate complexity.

Solution Architect & Commercial Lead have called this High complexity - we need an expert view also from the PM.

The actions required to reduce complexity and risk for this engagement are:

Fully define and lock-down client dependencies and ensure they are backed off commercially; elaborate and lock-down client requirements.

Build a robust plan that evidences our ability to meet the timescales; Build a robust resource model (aligned to our plan) that defines resources required & resource profile.

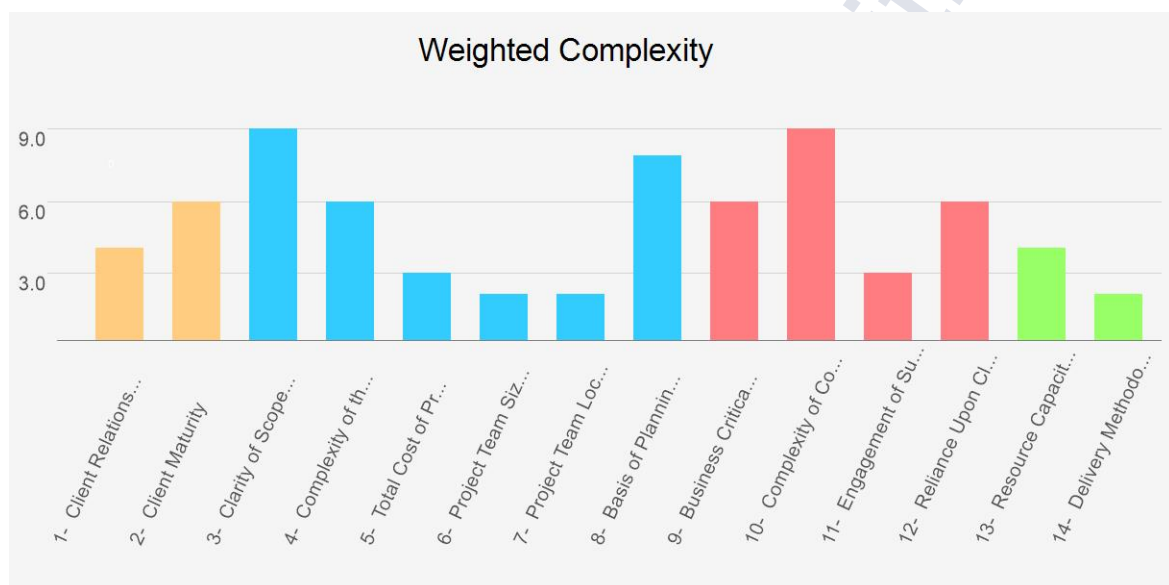
Evaluate and formally decide upon the delivery methodology that we will use to deliver the project..

Complexity Assessment

As the complexity of this engagement has been assessed as **High**; it is important that the following outcomes are escalated and actioned:

1. Confirm that the Surveillance Director appointed for this engagement is of Sub-Sector Director/equivalent level – this engagement needs to be visible at the Sector/JV leadership level;
2. Confirm that a Surveillance Director Delegate (of Level 3 or higher) is in place;
3. Confirm that the engagement shall be led and directed by a Level 4 Senior Project Manager (or equivalent role based upon the nature of this engagement); and
4. There is an effective engagement with DI to ensure that appropriate support and assurance is in place for this engagement.

A summary of the complexity assessment showing the **weighted** complexity factors is provided below:



Complexity Factors-Most Significant by Weighted Complexity:

The complexity factors that have the greatest bearing on the overall engagement complexity assessment *based upon the weighted complexity scores* are:

Clarity of Scope/Requirements Definition: 9

Parallels with Client Maturity criteria as the business case provided is not clear with regards to how the cost savings will be realised and measured plus the requirements catalogue is very high-level. It is difficult to determine, for example, what acceptance criteria will look like.

Our belief is that we will need to spend quite some time elaborating the existing business requirements.

Complexity of Commercial Terms: 9

Educated guess at this stage:

Quoting Alison - and endorsed by an informal perspective from client commercial lead - they really want some 'certainty' - they will only contract Fixed Price and they want to impose some form of LDs for late milestones.... "Sopra Steria need to put some skin in the game"

Really need to understand what is possible from a delivery perspective and levels of delivery risk

Basis of Planning: 8

The project milestones have been largely dictated by the client; the plan that the client shared with us is a 'plan on a page' in Powerpoint.

Client states no appetite for protracted timescales - there looks to be a lot to do in their mandated 14 weeks. Timescales feel very aggressive.
(Assume we'll go down an agile route?)

Client Maturity: 6

We need a more professional assessment on this criteria, but historically the client has out-sourced their project delivery and don't seem to have a clear approach towards engaging and managing suppliers.

Their in-house delivery team is relatively small and they appear to be very busy and on the critical path of a number of projects.

Client Lead BA doesn't seem to understand "agile" or "digital"

Complexity of the Contracted Solution: 6

Tech. complexity of the solution required is relatively low - we are familiar with the technology stack (which is comparable to solution we delivered on time on budget in to Abacus Industries recently).

Complexity more around business process - client wants more customer self-service and less reliance on f2f/contact centre, but their business ops. not geared up for this - NB much business change!

Business Criticality/Reputational Risk: 6

We have a strong relationship and executive level support (from Alison Smith, Client CTO), but this is definitely something that client regard as "business critical".

We really need to think through our commercial engagement. Nonetheless this is winnable business and could well be profitable business.

Reliance Upon Client Dependencies, 3rd Parties & Stakeholders: 6

PM worried about the high-level requirements.

We are also concerned about the apparent extent of business change in parallel to the 'technology' deliverables - it is not clear at this stage how these two pieces will work together.

It feels like we have a high reliance on client, but struggling a little to be precise wrt where and how

Complexity Considerations – Significant by Un-Weighted Complexity:

The complexity factors that have the greatest extent of complexity *based upon the un-weighted* complexity scores are:

Basis of Planning: 4

The project milestones have been largely dictated by the client; the plan that the client shared with us is a 'plan on a page' in Powerpoint.

Client states no appetite for protracted timescales - there looks to be a lot to do in their mandated 14 weeks. Timescales feel very aggressive.

(Assume we'll go down an agile route?)

Client Maturity: 3

We need a more professional assessment on this criteria, but historically the client has out-sourced their project delivery and don't seem to have a clear approach towards engaging and managing suppliers.

Their in-house delivery team is relatively small and they appear to be very busy and on the critical path of a number of projects.

Client Lead BA doesn't seem to understand "agile" or "digital"

Clarity of Scope/Requirements Definition: 3

Parallels with Client Maturity criteria as the business case provided is not clear with regards to how

the cost savings will be realised and measured plus the requirements catalogue is very high-level. It is difficult to determine, for example, what acceptance criteria will look like. Our belief is that we will need to spend quite some time elaborating the existing business requirements.

Total Cost of Project Delivery: 3

Client has advised that they have approved £3M budget.

At this stage we have ROM costs - of £2.1M

Business Criticality/Reputational Risk: 3

We have a strong relationship and executive level support (from Alison Smith, Client CTO), but this is definitely something that client regard as "business critical".

We really need to think through our commercial engagement. Nonetheless this is winnable business and could well be profitable business.

Complexity of Commercial Terms: 3

Educated guess at this stage:

Quoting Alison - and endorsed by an informal perspective from client commercial lead - they really want some 'certainty' - they will only contract Fixed Price and they want to impose some form of LDs for late milestones...."Sopra Steria need to put some skin in the game"

Really need to understand what is possible from a delivery perspective and levels of delivery risk

Reliance Upon Client Dependencies, 3rd Parties & Stakeholders: 3

PM worried about the high-level requirements.

We are also concerned about the apparent extent of business change in parallel to the 'technology' deliverables - it is not clear at this stage how these two pieces will work together.

It feels like we have a high reliance on client, but struggling a little to be precise wrt where and how

Important Guidance regarding the moderation of the complexity assessment:

Moderating the complexity assessment allows you to use your professional judgement, taking in to account insight and information that is not available to the engagement complexity assessment tool, and – where appropriate – amending the overall engagement complexity rating.

It is recommended that you consider the rationale for moderation of the engagement complexity assessment with three steps:

1) You should start by examining the results returned by the engagement complexity tool:

- Initially look at the complexity score that you have recorded in respect of the engagement complexity factors that have the greatest impact on overall engagement complexity:
 - Clarity of Scope/Requirements Definition;
 - Complexity of the Contracted Solution;
 - Complexity of Commercial Terms; and
 - Engagement of Subcontractors.

If one or more of these complexity factors have been scored as Very High then there may be a strong argument that despite the scoring of other complexity factors the overall engagement complexity rating be Very High, or at least High; alternatively

If none of these complexity factors have been scored as Very High, but two or more have been scored as High, then there may be a strong argument that despite the scoring of other complexity factors the overall engagement complexity rating be High.

- Next look at the complexity score recorded in respect of the complexity factors that have a medium impact on overall engagement complexity:
 - Client Relationship;
 - Client Maturity;
 - Basis of Planning;
 - Business Criticality/Reputation Risk;
 - Reliance Upon Client Dependencies, 3rd Parties & Stakeholders;
 - Resource Capacity & Capability; and
 - Delivery Methodology

If three or more of these complexity factors have been scored as either Very High or as High then there may be a strong argument that despite the scoring of other complexity factors the overall engagement complexity rating be High (and possibly Very High).

- 2) Then consider whether the results returned by the tool are in line with the expectations of the complexity assessment based upon “local knowledge”:

Examples of “local knowledge” include the application of insight in respect of:

- The Sopra Steria organisation – factors such as business risk appetite for this specific project, how the project aligns to or enables strategic goals, resource availability, relevant experience, availability of requisite skills;
- The customer environment – factors including customer culture and cultural fit, level of customer sponsorship, maturity of customer relationship and relationships with key customer stakeholders, agility/efficiency of customer decision making processes;
- The commercial construct – in addition to commercial complexity and commercial risk, specific features within the commercial construct which either increase complexity, or have been applied to reduce complexity and mitigate risk; and
- "Specialist" – this includes specific requirements borne of the nature of the customer environment, for example where stringent security requirements exist and this has commercial, operational and resourcing implications (including the lead-times to achieve requisite security clearances).

- 3) Finally consider whether there is symmetry between the overall risk exposure and key risks identified for the engagement and the engagement complexity rating:

The engagement risk profile in its own right provides an insightful indication of the overall engagement complexity. However, by design, this tool does not include the engagement risk profile as a discrete complexity factor. This is because the engagement complexity assessment needs to be validated against the engagement risk register, in two regards:

- Validation that the engagement complexity rating derived from the tool is consistent with the anticipated complexity assessment based upon the engagement risk profile; and
- Validation that there have been key risks identified and risk mitigations planned in respect of each of the factors that influence the engagement complexity.

Please Note: If there is not an appropriate alignment between the engagement complexity assessment and the engagement risk register then it is probable that **both** artefacts need to be updated.

Complexity Assessment:

The complexity assessment provided is:

#	Complexity factor	Unweighted Complexity Score	Weighted Complexity Score	Complexity Scoring Factors
1	Client Relationship	2	4	We have a good reputation with the client on the back of the successful service transition recently. We are both trusted and respected by the client at both executive and "working levels". Thus far the client has been even handed in our commercial engagements.
2	Client Maturity	3	6	We need a more professional assessment on this criteria, but historically the client has out-sourced their project delivery and don't seem to have a clear approach towards engaging and managing suppliers. Their in-house delivery team is relatively small and they appear to be very busy and on the critical path of a number of projects. Client Lead BA doesn't seem to understand "agile" or "digital"
3	Clarity of Scope/Requirements Definition	3	9	Parallels with Client Maturity criteria as the business case provided is not clear with regards to how the cost savings will be realised and measured plus the requirements catalogue is very high-level. It is difficult to determine, for example, what acceptance criteria will look like. Our belief is that we will need to spend quite some time elaborating the existing business requirements.

ENGAGEMENT COMPLEXITY ASSESSMENT

4	Complexity of the Contracted Solution	2	6	<p>Tech. complexity of the solution required is relatively low - we are familiar with the technology stack (which is comparable to solution we delivered on time on budget in to Abacus Industries recently).</p> <p>Complexity more around business process - client wants more customer self-service and less reliance on f2f/contact centre, but their business ops. not geared up for this - NB much business change!</p>
5	Total Cost of Project Delivery	3	3	<p>Client has advised that they have approved £3M budget.</p> <p>At this stage we have ROM costs - of £2.1M</p>
6	Project Team Size	2	2	<p>One for further verification, but looks like a project team of approx. 20??</p> <p>(based on the actuals from the Abacus engagement)</p>
7	Project Team Locations	2	2	<p>Expect to do most of the work co-located with client technology team on their site (Birmingham) - maybe a technology team in an SSL location - Holborn looks favourite due to proximity with the client leadership and business users</p>
8	Basis of Planning	4	8	<p>The project milestones have been largely dictated by the client; the plan that the client shared with us is a 'plan on a page' in Powerpoint.</p> <p>Client states no appetite for protracted timescales - there looks to be a lot to do in their mandated 14 weeks. Timescales feel very aggressive.</p> <p>(Assume we'll go down an agile route?)</p>
9	Business Criticality/Reputational Risk	3	6	<p>We have a strong relationship and executive level support (from Alison Smith, Client CTO), but this is definitely something that client regard as "business critical".</p> <p>We really need to think through our commercial engagement. Nonetheless this is winnable business and could well be profitable business.</p>

ENGAGEMENT COMPLEXITY ASSESSMENT

10	Complexity of Commercial Terms	3	9	<p>Educated guess at this stage: Quoting Alison - and endorsed by an informal perspective from client commercial lead - they really want some 'certainty' - they will only contract Fixed Price and they want to impose some form of LDs for late milestones...."Sopra Steria need to put some skin in the game"</p> <p>Really need to understand what is possible from a delivery perspective and levels of delivery risk</p>
11	Engagement of Subcontractors	1	3	<p>At first glance at least - we will need to engage well with IMSL around Cloud services - but we have a track record so can't see an imperative for subcontracting any of this.</p>
12	Reliance Upon Client Dependencies, 3rd Parties & Stakeholders	3	6	<p>PM worried about the high-level requirements. We are also concerned about the apparent extent of business change in parallel to the 'technology' deliverables - it is not clear at this stage how these two pieces will work together.</p> <p>It feels like we have a high reliance on client, but struggling a little to be precise wrt where and how</p>
13	Resource Capacity & Capability	2	4	<p>We weren't too sure how best to answer this.....Capability we are comfortable with - quite how quickly and easily we could stand up a team is an open question.</p> <p>PM believes that the core team who delivered Abacus will be rolling off there and hence available in the next few weeks - opportunity for us??</p> <p>Need PM to map out resource requirements and engage Resourcing asap.</p>
14	Delivery Methodology	1	2	<p>Assume Agile??</p>