National Grid created and manages the network that delivers electricity and gas to all users across the UK. Following a major acquisition programme, the business also generates and delivers energy to millions of businesses and consumers in the Eastern United States. At a time of massive technology and regulatory change, National Grid is a key player securing in our economic future.

**THE CLIENT’S CHALLENGE**
National Grid is on a journey from its past, as a public sector body, to its future as a high-performing private sector enterprise. That involves potentially disruptive change in many different dimensions, with key objectives that include:

- **Removal of post-acquisition issues**, including country and business unit silos.
- **Synergy in business processes**, and with an estimated 75% of fixed costs related to common processes, there was clearly scope for improvement.
- **Building a more agile and market-responsive organisation**, through greatly improved collaborative working.
- **Simultaneous delivery of major investment plans** without disruption.

National Grid identified IS as the natural starting point because of its key role in enabling wider organisational change. National Grid’s ISLT (Information System Leadership Team) under the direction of David Lister (Global CIO), recognised that complete transformation of the IS operating model required effective external help. They asked CSC to help execute the change process, resulting in a programme that broke new ground for the business.

**CSC SOLUTION**
CSC’s proposed a long-term change programme based on its unique Transformational IQ methodology. This was developed by CSC to manage transformational change in many dimensions, on a continuous basis, involving both client business units and specialist external partners.

CSC and National Grid rapidly agreed a clear set of practical and measurable targets, expressed in a permanent framework for managing transformation in four workstreams: Service Strategy, Service Delivery, Service Transformation and Service Innovation.

Each of these now has its own governance forum, in which stakeholders come together to develop policy, manage performance and monitor progress against agreed targets. These have replaced the large number of meetings and processes that used to exist, and this has dramatically improved the effectiveness, speed and management agility of the IS function. Critical success factors for each workstream were set from the start and the overall Governance framework provides integration and oversight of all activities.

To manage the workstreams in a transparent, accountable and integrated manner, CSC established consistent principles:

- **Sponsorship.** CSC held one on one meetings with executive stakeholders to review strategy, and then built a peer community of decision-makers with a real stake in the programme.
- **Ambassadors.** Change agents were recruited across the organisation and now interpret the change vision on the ground, while providing feedback into the governance process.
- **Interdependence.** The governance framework envisaged a closed loop of decision-making, covering all parts of the IS organisation and external Service Providers.
- **Collaboration.** This has been an integrated, cross-unit process, in which all activities are synchronised and matched to avoid conflict and improve performance.

**INGENIOUS**
*Driving a complete change in working practices and governance in key areas of National Grid to create the right conditions for continuous, transformational change.*

**PURPOSEFUL**
*Building a collaborative working relationship bringing together both organisations, covering key aspects of service delivery at a time of rapid change.*

**PASSIONATE**
*Single-minded determination to do the right thing for the client, even at a time of uncertainty and change, when future involvement could not be assured.*
The programme has required big changes in mindset and behaviour from all concerned. Making these changes took strong sponsorship and real persistence. It was breaking new ground for many but the success of the process can be measured by the high levels of approval among stakeholders today, few if any of whom would willingly go back to the old way of working.

BUSINESS RESULTS
As the first year of activity came to an end, all key objectives had been successfully met, with some targets exceeded, and the IS organisation considered itself to be well on track for enabling business transformation across the whole company, as required by senior management. Highlights include:

• A significant budget challenge successfully dealt with, avoiding service impact and disruption.
• Governance meetings in the service space reduced from 28 to 1 each month, freeing up a time to support service delivery transformation while safeguarding business as usual.
• While transformational work began, CSC did not take its eye off the ball for business as usual services. All delivery targets were met at all times, or even improved, even when change was at its most intense. For example, by prioritising factors that impact end users, there was a 50% reduction in the volume of calls on major loss of service during this period.
• We set ourselves a challenge to get the governance fully designed within 3 months and operational within service delivery, within 2 months, both of which were achieved.

This demonstrates that it is possible to begin truly transformational change without having to pay a price in terms of disruption in the here and now. National Grid’s change strategy envisages a high-performing largely virtual environment that enables much more flexible working, plug and play approach to processes and applications, with as many services as possible being delivered on an “on-demand” basis from the Cloud. The joint working approach between the IS division and its key partners, including CSC, is the essential first step to making this vision a reality.

“We knew the task of creating a new service environment for an organisation as large, complex and mission-critical for customers and the entire UK economy wouldn’t be easy. We also knew that it would stretch far beyond a systems and IT project. We needed to use the IT requirement as a catalyst for driving more far-reaching behavioural and operational change. We knew that we had to take stakeholders with us, embed change at all levels in the organisation and make the process as near to permanent evolution as we could. We needed the right partner to deliver change on such an ambitious level: a partner with impeccable technology credentials, a determination to deliver and the consultancy skills to take a disparate group of stakeholders with us. CSC is the ideal partner. They have the vision to understand what we need to do and the skilled pragmatism to make it happen.”

Nigel Walker, Service Integration Manager, National Grid.