

# Adapting with Purpose

A selection of **case studies**  
from the industry frontline, 2020



# Foreword



From the beginning of the COVID-19 crisis, companies across the UK responded in diverse ways to navigate the challenging and uncertain climate. Whether it was digitally transforming services, ensuring teams were safe and well in their new working environments, or supporting local communities, the crisis required businesses to take rapid decisions to keep things going and to do the right thing for their employees, customers and wider communities.

The BVCA's members are actively invested in over 4,000 companies in the UK, so there are many examples of how businesses adapted in 2020. In this report we have captured a range of case studies to recognise how management teams navigated the crisis, working closely with Grant Thornton who have supported our work with innovative management teams for many years. In the past, this initiative has focused on the BVCA Management Team Awards. On reflection with Grant Thornton on the extraordinary year and the immense efforts made by so many companies, we decided that we should specifically recognise outstanding examples where management teams adapted with purpose in 2020.

Every company featured in the report adapted to the crisis on multiple fronts and were focused on more than just the obvious priorities of

the business. Our report focuses on examples in the following areas:

- **Adapting business models**
- **Community impact**
- **Team support**

Reflecting private equity and venture capital's investment nationwide, the report includes stories from across the United Kingdom. Examples also stem from a wide range of sectors and business sizes.

Private equity and venture capital firms were able to pool and share knowledge and learnings with companies across their portfolios to support these businesses to make key decisions in response to the pandemic.

Adjusting and adapting to the crisis continues, with businesses now facing the task of navigating the recovery period as we emerge

from lockdown. The private equity and venture capital industry are well-placed to support these businesses, and we look forward to highlighting further examples of this in the coming year.

A handwritten signature in black ink that reads "Michael Moore". Below the signature is a simple horizontal line.

**Michael Moore**  
Director General, BVCA

# Foreword



It is incredible that 2020 came and went in what seems like a flash. But in reality it hasn't been so much a flash but a kaleidoscope of challenges and opportunities, and travelling through a year which has been a voyage of discovery into the unknown with new words and concepts like "pandemic", "lockdown", "furlough", "social distancing" etc. taking over from "Brexit", "general election" – the list is endless. And would we have predicted that many of us wouldn't set foot in our workplaces for the best part of the last 13 months?

As a country and an industry we have collectively been through some significant highs, lows and highs again during that time which has undoubtedly been testing and challenging for all of us, as it has been for the management teams who have steered their companies, their employees, customers, suppliers and stakeholders through turbulent and uncertain times.

At Grant Thornton, despite all the challenges of the past year, we have continued with our focus on the private equity industry and our association with the BVCA and supporting management teams. During 2020, across the UK, Grant Thornton worked on over 150 transactions with a cumulative value of over £3.75bn. At the onset of the pandemic we quickly pivoted to support the needs of our people and of our clients. With the flexibility of the breadth and

diversity of our service offering, our focus on key sectors and relationships, and our international reach we have reaped the benefits with the loyalty of our clients and the efforts and commitment of our people to achieve these results.

Although 2021 has started with a bang there will doubtless be further testing times ahead. We look forward to working with all of you in the coming year.

A handwritten signature in black ink, appearing to read 'Mo Merali', with a long horizontal stroke extending to the right.

**Mo Merali**  
Head of Private Equity,  
Grant Thornton UK LLP



# Grant Thornton's private equity team provides a full range of services to assist private equity and portfolio firms maximise their growth potential

Our integrated approach brings together a team of professionals from advisory, taxation and assurance services who provide bespoke solutions from investment through the growth phase to exit. As well as acting for private equity houses, we advise private equity-backed companies, and management teams seeking private equity investment.

Visit [grantthornton.co.uk](https://www.grantthornton.co.uk) to find out more, or contact:



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# Case studies

All of the companies in this report were exemplary in adapting their business models, supporting communities and their teams. Our case studies highlight each company in one area of adaptation.

- **4ways**  
Supported by ECI
- **Abbey Logistics**  
Supported by NorthEdge
- **Aston Barclay**  
Supported by Rutland Partners
- **Alcumus**  
Supported by Inflexion
- **Bright Network**  
Supported by Maven Capital Partners
- **Cadent Gas**  
Supported by Macquarie
- **Cobham**  
Supported by Advent International
- **Checkmate Fire**  
Supported by YFM Equity Partners
- **Clearly Drinks**  
Supported by NorthEdge
- **CPOMS**  
Supported by ECI
- **Dimensions**  
Supported by MiHub and LDC
- **Dr. Martens**  
Supported by Permira
- **Draper & Dash**  
Supported by Guinness Asset Management
- **Incremental**  
Supported by Dunedin
- **KCOM**  
Supported by Macquarie
- **Kinneir Dufort**  
Supported by Mobeus
- **Lintbells**  
Supported by Inflexion
- **Matillion**  
Supported by YFM
- **MC Care**  
Supported by Apposite
- **PA Consulting**  
Supported by Carlyle
- **Rubix**  
Supported by Advent International
- **Totalmobile**  
Supported by Horizon
- **TTC**  
Supported by Palatine
- **Veincentre**  
Supported by Palatine



# Part one

## Community impact

Supporting people, charities and key workers in response to the virus



[Adapting with purpose: Community impact](#)  
View video >



# Alcumus



 Sector  
Technology

 Supported by  
Inflexion

 Location  
Cardiff

## Alcumus is the provider of software-led risk management solutions

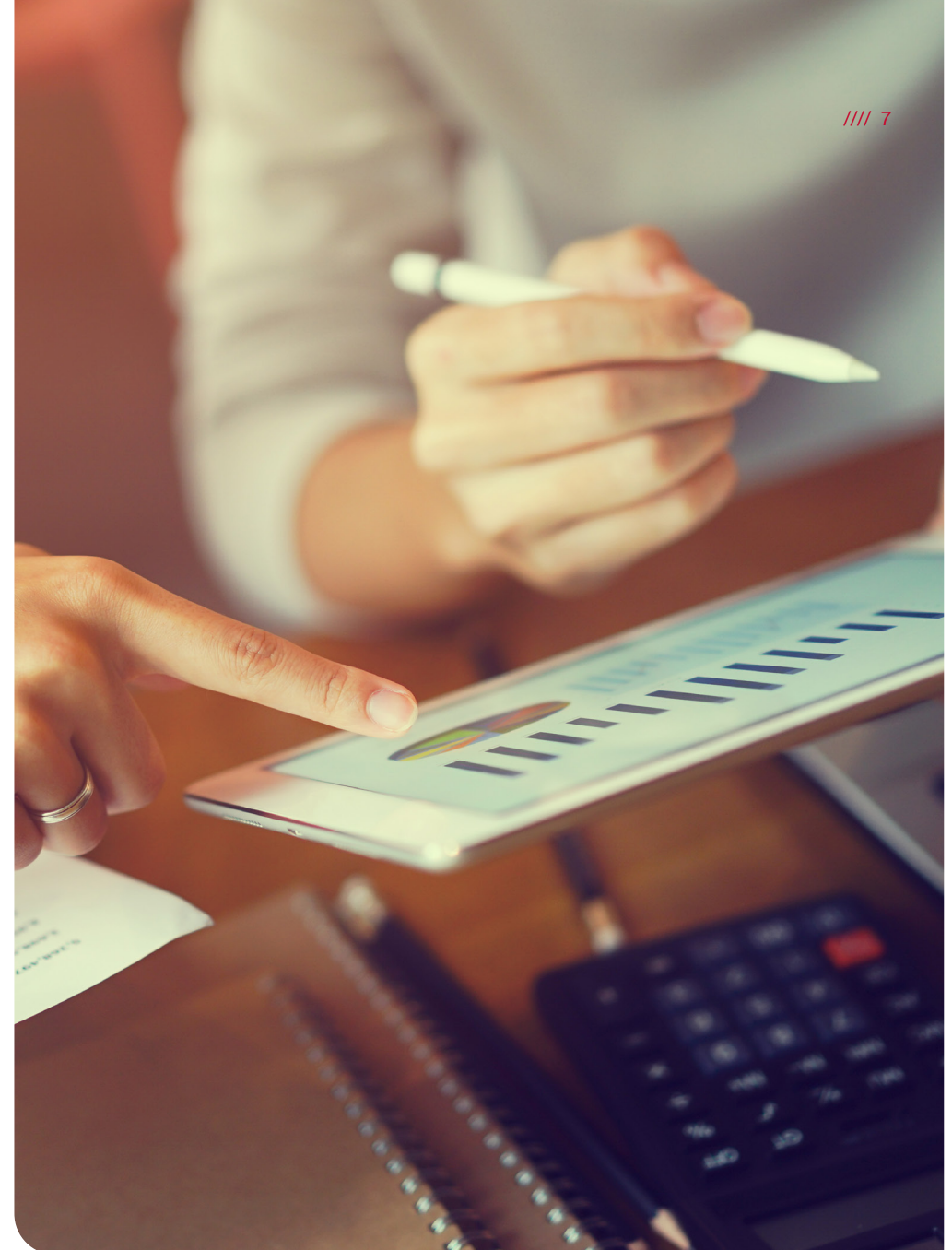
**Recognising the challenges its customers and other businesses were facing, Alcumus developed COVID-19 support tools to help protect employees, manage risk and ensure supply chains were secure.**

The COVID solutions package included vital products such as furlough trackers, self-isolation trackers, employee support, employee engagement and a secure supply chain. Critically, Alcumus provided these resources free of charge.

Their strategy was simple – provide help and support so that businesses could survive and resume growth in the longer term.


As part of this approach, Alcumus provided support to NHS England by helping them with their supply chain issues and with the provision of free access to an accredited supplier portal to connect NHS England with credible suppliers.

Alcumus also supported the BBC's DIY SOS team, who transformed Surfability, a surfing charity for people with additional needs due to disability, illness, injury or learning difficulties. Alcumus helped the team rebuild Surfability's facility by sourcing suppliers and providing the BBC with their PPE equipment free of charge.



# Cadent Gas



 Sector  
Energy and Utilities

 Supported by  
Macquarie

 Location  
Coventry



## Cadent Gas is the UK's largest gas distribution network

**As a critical part of the energy network, at the start of the COVID-19 pandemic, Cadent quickly adapted and prepared. It carried out specific risk assessments for essential services, prioritising emergency response and urgent safety issues to keep gas flowing and the National Gas Emergency Service fully operational.**

However, during the lockdown period, many of Cadent's 11 million customers found themselves in vulnerable situations, beyond those registered on the Priority Services Register. Cadent put in place numerous additional checks and processes to allow its colleagues to respond accordingly.

This included providing its 4,000 colleagues the opportunity to volunteer two days per month at the peak of the COVID-19 pandemic to support the communities in which they work. Volunteering at places like the Haven

House Children's Hospice, Birmingham City Food Bank, and the Norwich to Luton mercy mission where Cadent volunteers from Norwich helped deliver medication to Luton and Dunstable University Hospital, a 200-mile round trip.

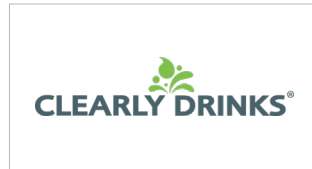
**Depot car parks were made available to ambulances as rest areas and engineers used their skills to install hundreds of metres of oxygen pipes at the new purpose-built Birmingham Nightingale hospital.**

Cadent was also proud to become the first gas distribution network company to sign the COVID-19 Business Pledge. The pledge encourages businesses and other organisations to find creative ways of supporting the NHS and the public throughout the crisis, including taking measures to ensure their own staff's mental and physical health.

The Cadent Foundation has made significant donations to COVID-19 related charities since March 2020, including donations to large national charities such as The Trussell Trust foodbank network, and the Royal Voluntary Service, as well as donations to smaller charities across Cadent's network footprint.



# Clearly Drinks



**Sector**  
Food and drink

**Supported by**  
NorthEdge

**Location**  
Sunderland

## Clearly Drinks is a soft drinks manufacturer

**Clearly Drinks is a soft drinks manufacturer offering a range of their own brands alongside an industry leading contract bottling service.**

For businesses like Clearly Drinks, ESG is at the heart of their growth plan, so their community work did not stop in lockdown. In fact, it expanded. Throughout the pandemic, Clearly Drinks continued to offer its support to local charities and the community, providing its products to organisations like the Salvation Army as well as the most vulnerable members of society.

The business also partnered with a local firm to get Clearly Drinks' products to those who were unable to go to the supermarket.



# CPOMS



**Sector**  
Technology

**Supported by**  
ECI

**Location**  
North Yorkshire

## CPOMS provides safeguarding software for Schools

**CPOMS is a leading provider of software-based safeguarding solutions to schools.**

The transition to remote learning was incredibly difficult for most schools, especially those that had not implemented digital processes and were still relying on paper-based systems.

To support schools in this position, CPOMS offered its student safeguarding tools for free to schools who did not have the digital systems in place to help them meet their legal obligations across the lockdown period. This helped schools to protect vulnerable children during a period of intense uncertainty. CPOMS also offered online training free of charge to teachers and pastoral staff to ensure schools could get up and running quickly.

Between March and September 2020, over 700 schools in England used CPOMS' services for free to protect and support



children during the pandemic.

# Dr. Martens



 Sector  
Consumer retail

 Supported by  
Permira

 Location  
Northamptonshire

# Draper & Dash



 Sector  
Healthcare and Life Sciences

 Supported by  
Guinness Asset Management

 Location  
London

## Dr. Martens is a British footwear and clothing brand

**Founded in 1960, Dr. Martens is a well-known consumer brand responsible for the creation of the iconic eight-holed 1460 boot.**

Throughout the pandemic Dr. Martens worked on four major initiatives to give back to the community. All employees were actively encouraged to give something back to their communities, without a limit on volunteering hours. Many helped their self-isolating or sick neighbours by doing the shopping and delivering it to their door, and others joined hospital wards to befriend patients or lend a hand with general duties.

In recognition of the incredible work delivered by front line workers, Dr. Martens signed up to "Blue Light Card" which offers a 20% discount to key workers.

Dr. Martens partnered with CALM (Campaign Against Living Miserably) in the UK, and members of the global leadership team joined the Good Sam initiative launched by the government to become NHS volunteer responders.

Lastly, the company established the Dr. Martens Foundation to coordinate and support charitable giving by the company and do more for communities it supports. During the pandemic, the Dr. Martens Foundation has been raising funds and donating to local causes nominated by employees.

## Draper & Dash Healthcare (D&D), is an AI, machine learning, predictive healthcare and life sciences business

**Draper & Dash work with over 70 hospitals across the UK and internationally.**


As our health system faced their greatest challenge since the very inception of the NHS, D&D worked around the clock with providers across the UK and Middle East to deliver advanced demand and capacity modelling, developing strategic responses and transformed ways of working in response to each phase of Covid-19.

Powered by D&D's Health Data Science Platform, the solutions developed by the business have been at the core of a number of hospital's response to and management of the pandemic, with D&D evolving their solutions to support mental health providers, acutes and children's hospitals throughout the UK.


Back in March 2020, as hospitals were struggling with solutions for managing Intensive Care Unit demand and capacity, modelling predictions for future waves of Covid-19, and supporting the clinical workforce, D&D offered their predictive solution free of charge to NHS hospitals. With many considering it key to developing their modelling and planning during the first peak of the pandemic and now as we lead towards recovery across the system.

# KCOM



 Sector  
Media and Telecoms

 Supported by  
Macquarie

 Location  
East Yorkshire



## KCOM is a communications company

**KCOM provides full fibre broadband services to consumers in Yorkshire and Lincolnshire, and connectivity and IT services to businesses nationally.**

The first lockdown brought with it a host of challenges for people forced to work from home – with many of them also home-schooling children and keeping the peace within families streaming, surfing and downloading more than ever before.

Amongst the myriad health, wellbeing, and work concerns, KCOM sought to remove the prospect of higher bills from any increased use pushing customers over broadband data limits.

**They removed all broadband data caps for customers in March 2020, which benefited thousands**

**of customers. This also allowed “shielding” customers to carry on their lives as best as possible, rather than being cut off from the world both physically and online.**

Alongside this, to ensure everyone continued to have access to information they needed online, the company announced it would not charge any fees for late payment and wouldn't disconnect any customer for non-payment during the lockdown.

To help the community, KCOM doubled their regular quarterly community grant fund and shared it between two local charities working on the frontline.

In Hull, KCOM also mobilised a team of engineers in the company's vans who worked alongside one of the charities to collect and

deliver hundreds of food packages and essential medication to isolated residents. In total, KCOM's employees donated more than 370 hours.

KCOM donated 26 Microsoft tablets to Hull University Teaching Hospitals NHS Trust to help patients connect with loved ones who could not visit. The tablets also enable patients from diverse communities to access translation services when seeking medical support in hospital departments and helped staff to access health and mindfulness apps during their breaks to help support their mental health and wellbeing.

Recognising the increasing impact on the economy and the effects on individuals the company, with full support of the board, decided not to furlough any staff, choosing to reassign anyone unable to undertake their

usual work. To help young people faced with the increased challenge of finding work and opportunities to gain experience, the company expanded recruitment in apprenticeships and introduced intern positions for the first time. KCOM also set up its first internal civils build teams recruiting new employees and retraining them for these new roles.

In the months leading up to Christmas as businesses faced another lockdown and many were unable to trade, KCOM supported local businesses by setting up a free online market where they could promote their products and services. The market was highly successful, with over 180 traders who provided positive feedback regarding the impact it had on sales. To support local businesses further, KCOM bought Christmas gifts for their employees from businesses featured on the marketplace and have kept it going in the new year as an ongoing hub for local traders.

# Kinneir Dufort



 Sector  
Healthcare and Life Sciences

 Supported by  
Mobeus

 Location  
Bristol

Kinneir Dufort is a user centred innovation and product development consultancy

**Kinneir Dufort combine creative, technical and user experience expertise to design and deliver products and services for medical, consumer and industrial clients.**

When the call went out for UK companies to support the COVID-19 crisis in terms of increasing the supply of ventilators, the company felt compelled to help. Their team worked day and night, weekdays and at weekends to support several ventilator programmes including Zephyr Plus.

They also helped hospitals to source materials for the supply of PPE to the NHS. In addition, the team were given extra time off work for both their own wellness and to be able to support charities and organisations that can benefit from their skillsets.



# Community impact Rubix



 Sector  
Manufacturing

 Supported by  
Advent International

 Location  
London

Rubix is Europe's largest supplier of industrial maintenance, repair, and overhaul (MRO) products and services

**Headquartered in London, Rubix has a presence in more than 750 locations across 22 countries.**

Rubix was called upon to lend their expertise to support the government's fast-track effort to manufacture ventilators in the UK. Precision engineering business Naysmyth Group sought Rubix's help to find a solution that could create critical components in just 24 hours. Rubix met the deadline, manufacturing bespoke cutting-tool inserts through the night.

As an industrial distribution business with a pan-European footprint, Rubix is also ideally placed to help in the global fight against the coronavirus pandemic.

Many of its international operations helped their communities obtain much-needed personal protective equipment (PPE). In one example, Rubix France arranged for

its branches to donate face masks to local pharmacies, nursing homes and clinics.

Rubix Iberia donated face masks, gloves, coveralls and safety glasses to hospitals near its PPE warehouses in Bilbao and Girona, northern Spain. Their fabric workshop in La Rioja also donated textiles for use in making protective gowns for hospitals in the area.

In the United Kingdom, Rubix UK created "grab bags" of essential PPE that colleagues could give to friends or relatives who worked for the National Health Service. Meanwhile, the Rubix team at the Royal Mint helped to source components for around 4,000 medical visors being produced for the NHS each day.

Rubix Benelux provided thousands of protective masks to care institutions that indicated a need for them, through its branches in the Netherlands and Belgium.

# Part two

## Business model adaptation

Rapid and effective strategic change  
in response to the demands of the  
environment



[Adapting with purpose: Business model adaptation](#)  
View video >

# 4ways



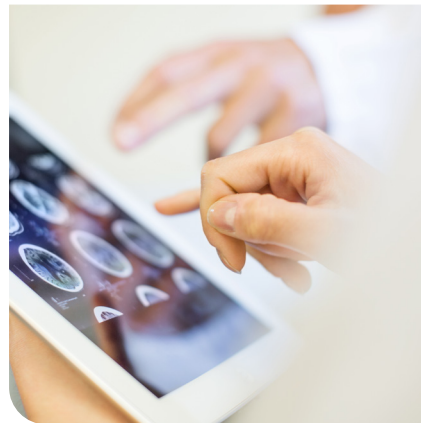
- Sector: Healthcare and Life Sciences
- Supported by: ECI
- Location: Hemel Hempstead

## 4ways is a teleradiology company offering a 24/7 tech-enabled service

**4ways provides routine, out-of-hours and specialist clinical reporting on diagnostic images.**

4ways had historically supported their teleradiologists and some key staff with remote working. However, after the first lockdown was announced in March 2020, like most firms, they had to move to most employees working from home. This transition had to be smooth to continue supporting and servicing their NHS clients, who were under significant pressure from the pandemic.

Throughout the crisis, 4ways was able to seamlessly continue delivering elective and specialist reporting, in addition to essential acute/emergency reporting services to NHS Trusts on a 24/7 basis, while supporting home working.



During Covid-19, 4ways provided their remote platform for free to NHS Trusts, whilst maintaining operational support and in-home equipment. This allowed NHS radiologists to work safely from home.

# Aston Barclay



- Sector: Consumer
- Supported by: Rutland Partners
- Location: Chelmsford

## Aston Barclay is an automotive remarketing provider in the United Kingdom

**Aston Barclay operates from six sites and selling over 100,000 used cars and light commercial vehicles each year, on behalf of a range of vendors.**

As with the wider automotive retail sector, Aston Barclay was effectively stopped overnight from operating physical sales under the government's national lockdown rules in March 2020.

After the initial dust settled, it became clear that whilst end-consumer demand for stock was much lower than normal, there was still a real desire in the wholesale market from certain vendors to sell cars and some trade buyers to purchase. Following its recent investment in digital, Aston Barclay adapted its auction processes and moved to operating 100% online, with Covid-safe practices developed for buyers to collect stock from sites post-sale.

This flexibility enabled the sale of c.10,000 cars during April and May. Given that not all United Kingdom auction providers either wanted to or were able to operate 100% online in this way, this was viewed very favourably by vendors and buyers. For many buyers it was the first time they had bid and bought online, and it is likely that several will now be full time converts.

As the automotive retail market opened, Aston Barclay was well placed to continue the trends established during lockdown and still provide online transactions, given the ongoing challenges of operating traditional physical sales during the pandemic. Buyers have become more accustomed to transacting digitally, and COVID-19 has rapidly accelerated this digital transformation.

# Bright Network

**BRIGHT**  
NETWORK

 Sector  
Recruitment

 Supported by  
Maven Capital Partners

 Location  
London



## Bright Network is an employment agency for recent graduates

**Bright Network connects graduate employers with high quality students and recent graduates. They also provide online and face-to-face training to promote talent and diversity in the workplace.**

Before the pandemic, Bright Network delivered several career events in person, connecting university students with employers and preparing the next generation to succeed as the workforce of tomorrow. After many internships and work experience placements were cancelled due to lockdown, Bright Network launched a brand-new offering, Internship Experience UK, to combat the drop in employment opportunities for students and recent graduates.

Dubbed 'the Corona Class of 2020', recent graduates' economic prospects are disproportionately negatively affected by the

virus – with recent studies showing the impact of the pandemic on youth unemployment.

Bright Network brought together leading businesses, educational institutions, and university careers services to support this generation to gain the experience and insights they needed at this tough time.

**Internship Experience UK was the nation's largest virtual careers experience in the UK. The philosophy from the outset was to make Internship Experience UK available to every student or young person who was passionate about boosting their**

**employability – giving everyone access to top employers and the best career insights.**

There were six sector-focused virtual experiences, across three days – Investment Banking, Technology, Business, Ops & Marketing, Finance & Professional Services, Consulting and Commercial Law.

**Over 60,000 students and recent graduates joined the programme.**

# Checkmate Fire



Sector  
Business services

Supported by  
YFM Equity Partners

Location  
Harlow

## Checkmate Fire is a passive fire protection specialist

**As the COVID-19 pandemic hit, Checkmate Fire was about to start a major business improvement project. Despite the uncertainties and challenges of the pandemic, Checkmate Fire persisted in the planned investment in the business.**

This included systems developments, a new website, a new finance system and dashboard, a new product launch and planning and implementing an 8-year strategy.

Alongside this, and despite significant challenges to building access across their supply chain, Checkmate Fire adapted to ensure the team could continue to support their clients to keep their buildings and employees safe.



# Cobham



Sector  
Defence & Security

Supported by  
Advent International

Location  
Surrey

## Cobham is a global defence, space and aerospace technology company

**Cobham redeployed its aerospace expertise to modify the hardware used for oxygen systems in military aircraft to create an air pressure regulator.**

This was applied to ventilator systems on COVID-19 wards to precisely control the flow of oxygen to the patient. Working with a UK-based consortium, Cobham manufactured up to 1,000 of these regulator units each day, to help alleviate the shortage of ventilators in UK hospitals.

Cobham Advanced Electronic Solutions also provided specialised circuits technology which was used by the NHS to rapidly analyse COVID-19 samples, helping to diagnose and treat patients within hospital wards and intensive care units.

The Application Specific Integrated Circuits (ASICs) produced by Cobham are helping

scientists to uncover the secrets of the SARS-CoV-2 virus that causes COVID-19. These circuits are an essential component in the devices being used to discover the genomic sequence of the virus, producing important insights into how it is transmitted and the ways in which it can evolve over time.

ASICs are also used by a leading provider of computed tomography (CT) scanners, which are used in hospitals across the world to help with the diagnosis of respiratory conditions. The company noted an increase of a third in the demand for its medical ASIC products at the height of the pandemic.



# Dimensions (Mi Hub)



Sector  
Manufacturing

Supported by  
LDC

Location  
Nottingham

## Dimensions (Mi Hub) is the UK's largest supplier of corporate clothing solutions

**Mi Hub is the UK's largest supplier of workwear solutions, trading internationally through their Dimensions, Affinity, Alexandra and Yaffy brands.**

As the pandemic swept across the globe, Mi Hub had to manage severe disruption to its supply chain (predominantly in the Far East). Therefore, Mi Hub established new supply routes in the UK and Europe for products that had traditionally been sourced in East Asia. For example, increased demand for gowns from the NHS led the business to set up new supply routes in England and Wales.

Mi Hub also pivoted its supply chain to provide new products to existing clients and to take advantage of additional healthcare and facilities management opportunities.

As members of the British Safety Industry Federation and holders of the Registered

Safety Supplier Scheme shield, Mi Hub demonstrated its credibility, trustworthiness, and expertise in safety supply during the pandemic by delivering highly technical, certified products.

**In addition to supporting NHS England, Scotland and Wales, Mi Hub provided over 45 million COVID-19 products to its customers.**

# Incremental Group



Sector  
Business Services

Supported by  
Dunedin

Location  
Glasgow

## Incremental Group specialise in digital transformation

**As part of the new Crown Commercial Service (CCS) COVID-19 Framework, Incremental provides public and third sectors with a route to buy urgent products and services to maintain public services during the COVID-19 pandemic.**

Incremental worked with the NHS Nightingale Hospital Bristol to rapidly deploy a Microsoft Teams environment to bring this capacity to all workers on the new site.



*“Setting up a highly-specialised healthcare facility in just weeks is an enormous achievement and testament to the efforts of all involved, including Incremental. The fact that the Bristol Nightingale is digitally-enabled and integrated into our other regional healthcare networks is a particular source of pride, and I would like to thank Incremental for rising to this unique challenge.”*

**Neil Darvill**, IT Director for North Bristol NHS Trust, and for the Bristol Nightingale project

# Lintbells



 Sector  
Consumer Retail

 Supported by  
Inflexion

 Location  
Weston

## Lintbells is a pet supplements company

**As the pandemic took hold, Lintbells quickly reassessed the market and analysed changing consumer demand. They focussed greater efforts and investments on the direct-to-consumer business, with the aim of accelerating new customer acquisition.**

The business had previously invested in building the profile of this part of the business and it really paid off. Lintbells created letterbox friendly packages so customers could avoid having to leave home to collect parcels.

This transformation took Lintbells a matter of weeks, whereas it would have taken months without prior investment and rapid focus.

An additional opportunity arose when it came to marketing. As several traditional big investors in TV advertising, such as cars and holidays, quickly pulled out at the start of the

pandemic, advertising costs dropped. Lintbells decided to bring forward their TV media plans, which were scheduled for the end of the year. They produced a TV advert in three weeks. As filming was not possible given the tight restrictions, Lintbells developed a script in collaboration with a production agency who used globally sourced, high quality stock footage. The pivot delivered significant business return, with a spend of £1m returning £2.5m in value.



Other strategies included launching a 24/7 virtual vet service as part of a subscription offer with Lintbells, and the Customer Care team was expanded quickly in headcount and enabling technology, to support increased numbers of new home delivery customers.

# MC Care



 Sector  
Healthcare

 Supported by  
Apposite

 Location  
Dartford



## MC Care is one of the largest UK providers of homecare, live-in care and complex care

**MC Care is relied on by some of the most vulnerable in society. A single-minded focus on quality, together with significant investment in comprehensive digitalisation, meant that MC Care entered 2020 well equipped to address the challenges of the COVID-19 pandemic.**

Throughout the pandemic their priority has been to ensure the continuity of care, whilst keeping service users and staff safe. Clinical governance has been preserved as a priority, with the Care Quality Commission giving a positive assessment of the company's COVID-19 response.

The company transitioned to cloud-based technology to digitise care management, allowing all planning, risk assessment, rostering and reporting of care to be done via an app. This facilitated real-time monitoring,

ensuring efficiency, consistency, and accessibility for oversight/audit.

**It enabled MC Care to move swiftly from the office to effective remote working, permitting it to continue organising and monitoring up to 70,000 care visits per week. This has been invaluable for the business not only to survive, but to continue to improve during the pandemic.**

The company partnered with a technology provider to deliver a virtual care service

for homecare users who opted to cancel their face-to-face visits through fear of virus transmission.

Specially trained teams were formed in each area to look after individuals with COVID-19, to ensure the best possible care and the application of best practices to preserve staff safety.

Staff were empowered to share their innovative ideas for going above and beyond in navigating COVID-19. One Registered Manager in Wales has been at the forefront of this campaign, driving the development of specialist COVID-19 response teams within her workforce, making a proposal to commissioners to relieve pressure on local hospitals by facilitating fast discharges for COVID-19 patients, and offering standby care support to local independent nursing homes,

where their own workforces had been depleted. Her innovations were replicated across the business.

# PA Consulting



 Sector  
Business services

 Supported by  
Carlyle

 Location  
London



## PA Consulting is an innovation and transformation consultancy

**PA Consulting is an innovation and transformation consultancy headquartered in the UK and with operations across Europe and North America.**

When UK Government modelling forecasted a shortfall of life-saving ventilators for critically ill COVID-19 patients, they called upon PA to coordinate the national effort.

Working alongside senior leadership at the centre of government, PA led one of the largest mobilisations of innovation, science, and engineering since the Second World War.

**The team assessed hundreds of new ventilator designs, set up manufacturing programmes for more than a dozen, sourced**

**more than 40 million components from around the globe, and got the devices approved and into hospitals within a matter of weeks.**

PA trained staff on their use, and every single patient who needed a ventilator got one.

With care homes disproportionately impacted by COVID-19, and in-person visitations all but suspended, PA teamed up with Marie Curie to create an innovative way to enable hospice residents to have virtual visits with friends and family. The process for arranging a virtual visit was made fast and simple to keep as much time as possible free for caring - hundreds of virtual patient visits took place in nine Marie Curie hospices in just three weeks.

As pressurised GP practices across England had to adapt to virtual care and rapidly shifted priorities, PA helped NHS England mobilise thousands of GPs to support the COVID-19 response in practices across the country.

**This involved onboarding up to 7,500 retired GPs and developing an app to match GPs to priority work, optimising patient care and staff resource.**

And, as PA continued helping clients navigate the effects of the pandemic, it took balanced, responsible and prudent steps internally to protect jobs and ensure the firm could

continue operating through uncertain times. Throughout this period, PA continued hiring and accelerated initiatives around inclusion and diversity, mental health and wellbeing, and ongoing support for its people. As a result of clients' trust in PA, and the early actions the firm took to protect its employees, PA continued to perform strongly.

# Totalmobile



 Sector  
Technology

 Supported by  
Horizon

 Location  
Belfast

Totalmobile is the leading independent provider of Field Service Management software in the UK

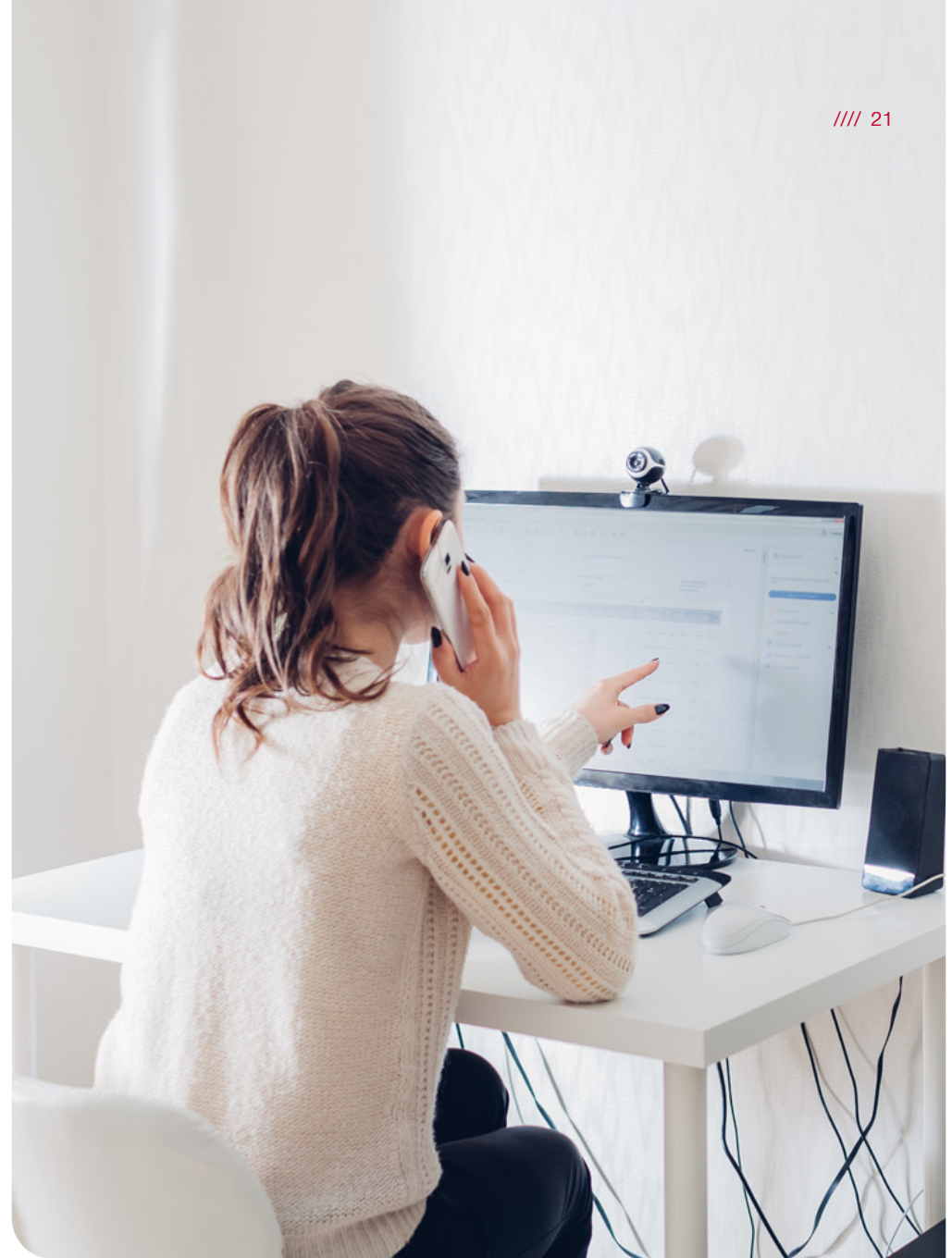
**From the first signs of the pandemic Totalmobile adopted a proactive approach and focused on key business priorities, while providing staff and customers with additional support.**

Emphasis was placed on critical areas including, aligning their technology to assist their customers, and supporting staff with the new challenges they faced during COVID-19.

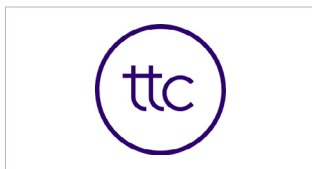
**The launch of Remote Assist was specifically to address the challenges presented by COVID-19 – a remote video support solution designed to help organisations continue to provide high quality customer service.**

The solution enables organisations to remotely assess, diagnose and prioritise potential items of work, protecting staff and customers by avoiding unnecessary face to face contact. With a clear market need and a team of dedicated developers, Totalmobile built and released this solution in 2 weeks. Southern Health NHS Foundation Trust wanted to mobilise the capacity of their workforce and Totalmobile were able to support the implementation to go live in six days. The solution was gradually rolled out to all community health workers, streamlining their working processes and empowering frontline NHS staff to deliver an enhanced service to their patients.

Totalmobile used a variation of their mobile solution to produce an Employee Well-being app, which enabled organisations to track the mental and physical wellbeing of their staff and provide enhanced support to those that required it.



# TTC



 Sector  
Technology

 Supported by  
Palatine

 Location  
Shropshire

# Veincentre



 Sector  
Healthcare and  
Life Sciences

 Supported by  
Palatine

 Location  
London

## TTC is a technology driven driver training and risk management business

**TTC employs over 130 people across three sites with headquarters in Telford, Shropshire. Part of their core business normally includes delivering classroom-based police referred courses every day on behalf of 14 police forces.**

When lockdown measures were introduced in late March 2020, they faced a major threat to this core service line. While group meetings were restricted, demand for speed awareness courses remained high, as heavy anti-speeding enforcement was in place on the UK's roads to shield emergency services from the COVID-related risks of attending road traffic accidents and keep injured drivers out of COVID-19 populated hospitals.

As COVID-19 rendered in-person training impossible, TTC rapidly pivoted its business model – devising, testing and delivering

an entirely-digital offer within two weeks of lockdown starting.

TTC's digital training has proved extremely popular with customers and has increased the proportion of people opting to take a speed awareness course over points on their driving licence.

Their rapid response to the challenges caused by COVID-19 has provided a successful proof of concept for their digital capabilities, strengthening the case for this to remain the business model for their core police customers.

## Veincentre is a specialist provider of non-invasive treatments for varicose veins

**Veincentre has a growing network of 10 clinics across the country. Their purpose is to provide affordable and accessible treatment for what can be a debilitating condition.**

Veincentre's proactive approach to risk management, rapid remote consultations, quality of patient care and extensive support for employees safeguarded 70 jobs and ensured patients were able to access treatment safely and without long term delays, resulting in sales rebounding to exceed pre-lockdown levels when their clinics reopened.

Veincentre put in place a wide range of measures to support their employees. At head office, new lease was secured on an adjacent unit to create 60% more space to accommodate social distancing. Some office space was also set aside to provide a crèche

for school children of employees who could not attend school. Their sickness policy was amended to allow paid sick leave without a Doctor's notice for those who were ill or needing to self-isolate.

Through the efforts to maintain continuity of service, all patients who had an appointment cancelled during lockdown were offered an appointment within the first month of clinics reopening. Over 75% of patients accepted the appointments offered to them and have since gone on to complete their treatment journeys.

# Part three

## Team support

Ensuring the health and wellbeing of colleagues during a time of risk and uncertainty



[Adapting with purpose: Team support](#)  
[View video >](#)



# Abbey Logistics



 Sector  
Business Services

 Supported by  
NorthEdge

 Location  
Golborne



## Abbey Logistics is the UK's largest bulk food logistics company for liquids and powders

**Abbey's Logistics' drivers played a key part in ensuring that there were no critical food shortages across the UK during the pandemic.**

In recognition of this huge contribution to the national effort in 2020, and the risks that these drivers were taking every day as key workers, Abbey rewarded each of their front-line staff with a recognition payment at the end of last year.

Abbey Logistics was committed to ensuring that no employees suffered financial hardship due to Covid-19, increasing the sick pay provision for front line workers should they need to self-isolate. They also recognised that they needed to support those working at home and furloughed employees alongside the front line workers, providing nutritional care packages and online fitness classes to

all 650 colleagues. Drivers, who worked all day and throughout the night, were provided with care packages, full of nutritious food, as well as access to daily online fitness classes.

Abbey Logistics worked hard to ensure the families of its employees were involved throughout the pandemic.

**Children of Abbey employees submitted drawings of rainbow pictures with messages of support for keyworkers across the UK (United Kingdom). With immense pride in the efforts, Abbey Logistics had the drawings printed on the back of its fleet of tankers**

**so people up and down the country could see their messages of support.**

These small but significant gestures played a huge role in keeping spirits high amidst the pandemic.

As a result of the hard work Abbey Logistics' staff continued to put in throughout the pandemic, the business' overall operational efficiency increased in 2020. This allowed the logistics company to fulfil client requirements, support their team and keep goods moving while demand was high.



# Infinity Works

INFINITY  
WORKS

 Sector  
Technology

 Supported by  
Growth Capital Partners

 Location  
London

Infinity Works one of the UK's leading digital transformation & engineering consultancies

**Infinity Works (IW) provides cloud, data and software engineering services, with over 400 staff across Leeds, London, Manchester, and Edinburgh.**

To help boost morale and express their thanks to employees for their hard work and commitment through lockdown, Infinity Works provided 'Boredom Busters' on a quarterly basis which allowed staff a nominated amount to spend on an entertainment subscription of their choice, such as Netflix or Spotify. The second gift was a 'Care package' to spend across a variety of options from cheese or craft beers to instructor led courses for wine or chocolate tasting.

Infinity Works also facilitated a range of learning and

development opportunities for staff too by continuing their work with retired rugby legend Jamie Peacock. Jamie remotely delivered "Building Champions" mentoring workshops, as well as individual mentoring.

Infinity Works continued to recruit and grow employee numbers, increasing their permanent headcount by scores of people since the crisis began.



# Matillion



 Sector  
Technology

 Supported by  
YFM

 Location  
Manchester

## Matillion provides ETL software built for cloud data warehouses

**Matillion is a data transformation provider with headquarters in Manchester, the UK and Denver, Colorado.**

To support their team, Matillion implemented a weekly schedule of virtual events known as Club Matillion, with interactive Slack channels, coffee talks and team stand-ups to stay connected. Activities included an adaptation of “Through the keyhole,” where employees sent three photos of their home and co-workers guessed which employee lived there.

The operations team provided extra support to working parents as childcare services began to close and remained unavailable in the months to come. Matillion set expectations around productivity and requested that employees did the best they could for committed working hours. A Matillion colouring and activity book was created by the design team to help working caregivers and their families keep busy.

**To keep a pulse on the mental wellbeing of Matillion employees, regular check-in surveys were conducted.**

Matillion has a large presence in the United States with over 50 employees based in Denver, Colorado. These employees simultaneously experienced both the pandemic and civil unrest in the U.S. in 2020 and Matillion supported efforts around anti-racism and education for the entire company by providing books and tapping into the internal D&I taskforce, Matillion Together, to distribute resources to the broader team.



# Case study videos



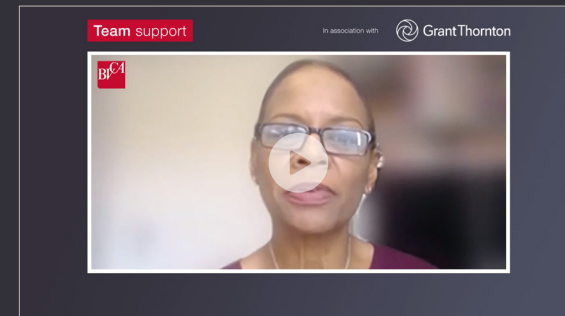
All of the videos for this project were filmed virtually via Microsoft Teams, in line with the government guidance and social distancing restrictions in place at that time.



**Community impact**  
[View video >](#)



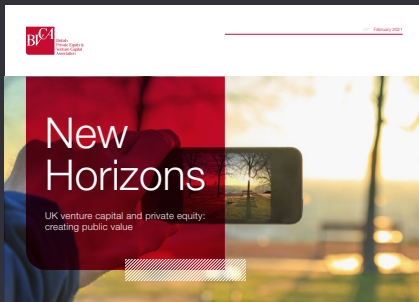
**Business model adaptation**  
[View video >](#)



**Team support**  
[View video >](#)

[View all the full-length case study videos recorded by Grant Thornton here.](#)

Further case studies of businesses that have ‘adapted with purpose’ across the COVID-19 pandemic can be found in our recent publications ‘New Horizons’ and ‘Nations & Regions: North West England’.



[View publication >](#)



[View publication >](#)

