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# Public-private partnerships:

Lessons from COVID-19

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Infrastructure and Energy

A similar scheme in North Wales saw the establishment of three Rainbow Hospitals, designed to also help alleviate strain on existing healthcare facilities. These programmes once again drew on the expertise and support of industry to achieve such a monumental task within severe time constraints.

### **Case Study: VINCI Facilities – Creating Deeside Rainbow Hospital**

VINCI Facilities is a Facilities Management and Building Solutions provider with expertise in the responsible management, operation and adaptation of the built environment across public and private sectors.

In Deeside, North Wales, VINCI Facilities were quick to partner with Betsi Cadwaladr University Health Board, Flintshire County Council, Integrated Health Projects (IHP), and VINCI Construction in order to transform Deeside Leisure Centre into Deeside Rainbow Hospital. Providing a range of mechanical, electrical, compliance, and building fabric services, VINCI Facilities rapidly mobilised existing supply chain partners and onboarded Flintshire County Council suppliers to help establish the Rainbow Hospital Deeside.

From 1 April 2020, VINCI Construction were procured by the NHS Trust involved in order to assess the site, and from 24 April, VINCI Facilities were contracted to provide Hard Facilities Management Services for the Field Hospital for an initial six months, as the Trust lacked the capacity to do so themselves. Due to the urgent need for the facility to become operational VINCI Facilities fast-tracked its mobilisation process, and assisted by the Crown Commercial Service, successfully began delivering services within just two weeks.

As well as working extensively with key stakeholders to become familiar with the unique needs of the building and local residents, the team from VINCI Facilities conducted a thorough handover with VINCI Construction UK in order to gain a detailed understanding of the hospital's operating systems, as-built drawings and associated warranties. This information enabled VINCI Facilities to put in place the necessary planned maintenance schedules, and develop and introduce safe systems of work in line with best practice COVID-19 guidance from the government and the Construction Leadership Council.

To get the site up-to-speed quickly, a trusted team was swiftly established with VINCI Facilities bringing back colleagues from furlough, along with utilising preferred, long-standing supply chain partners. Several incumbent partners were also brought on board, enabling VINCI Facilities to benefit from their knowledge and experience of the site. This team was supported with training as necessary, with courses including appointed persons and medical gases. Due to the tight time frames, the services were procured quickly, and support put in place whilst the detail was ironed out in the background.

**Key lesson:** *The scale and urgency of COVID-19 made speed one of the most vital tools for public procurements. Cutting red tape and enabling a greater focus on partnership working was essential to ensuring that goods and services could be delivered when and where they were needed. Going forward, government should look at enabling faster procurements by amending the Public Contracts Regulations 2015 to streamline the procurement process and the green paper expected in December 2020 would provide a significant opportunity to do so.*

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