THE WESSEX ENVIRONMENTAL PARTNERSHIP LTD
CONSULTING ENGINEERS

Curriculum Vitae
Paul Eslinger

BEng(Hons) CEng CBuildE
FCIBSE FIHEEM FRSPH FCABE CIWFM
MAPM MInstR MIH MIAM MIoD AaPS FFB MASHRAE

1 Nationality

American

2 Date of Birth

6 March 1959

3 Professional Qualifications

3.1 Education

Bachelor of Engineering (Hons) Environmental Engineering
- Polytechnic of the Southbank (now London Southbank University)

Certificate Environmental Engineering
- Polytechnic of the Southbank (now London Southbank University)

Technician Education Council Certificate Building Engineering Services (HV&AC)
- South Thames College

Education Council for Heating and Ventilating Indentured Apprenticeship
– Technician Engineer (M&E)

3.2 Institution/Associations/Societies

Chartered Engineer - The Engineering Council
Chartered Building Engineer – Chartered Association of Building Engineers

Fellow of the Chartered Institute of Building Services Engineers
Fellow of the Institute of Healthcare Engineering and Estate Management
Fellow of the Royal Society for the Promotion of Health
Fellow of the Chartered Association of Building Engineers
Fellow of the Faculty of the Built Environment

Certified Member of the Institute of Workplace and Facility Management

Member of the Association of Project Management
Member of the Institute of Refrigeration
Member of the Institute of Hospitality
Member of the Institute of Asset Management
Member of the Institute of Directors

Member of the American Society of Heating, Refrigeration, and Air Conditioning Engineers

Associate of the Emergency Planning Society
Associate of the Association of Planning Supervisors

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Also, a member of:

Society for the Protection of Ancient Buildings
International Building Performance Simulation Association
Conseil International des Grands Réseaux Electriques
(International Council on Large Electric Systems)
Society of Construction Law

4 Other Professional Roles

4.1 Current

Chartered Institute of Building Service Engineers
Professional Conduct Committee
Committee Member

Chartered Institute of Building Service Engineers
Knowledge Panel
Member

Chartered Association of Building Engineers
Membership Professional Standards Committee
Committee Member

Chartered Association of Building Engineers
CEng Panel
Committee Member

Chartered Association of Building Engineers
Expert Panel
Committee Member

Institute of Workplace and Facility Management
Business Continuity and Risk Management SIG
Committee Member

The Worshipful Company of Fan Makers
Climate and Biodiversity Action Committee
Committee Member

4.2 Historic

Institute of Workplace and Facility Management
Constitution and Ethics Committee
Committee Member – **Retired**

Chartered Institute of Building Service Engineers
School Design Group
Chairman – **Retired**

Chartered Institute of Building Service Engineers
BSI Committees RHE 4,6
Representative – **Retired**

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Chartered Institute of Building Service Engineers
BSI Committees RHE 17
Representative – **Retired**

Royal Society for the Promotion of Health
BSI Committees FSH 12
Representative – **Retired**

Institute of Workplace and Facility Management
Community Review – Governance and Structure Working Group
Committee Member – **Retired**

Emergency Planning Society
City Resilience PWG
Committee Member – **Retired**

Institute of Hospitality
Former Hotel Catering International Management Association
Southern Branch
Committee Member – **Retired**

Institute of Hospitality
Former Hotel Catering International Management Association
Council and Executive Board
Councillor and Executive Board Member – **Retired**

5 Public Presentations

1989
Chartered Institute of Building Service Engineers
HVAC Show - London
Low Temperature VAV system at 60 London Wall with Tempmaster

2009
Chartered Institute of Building Service Engineers - School Design Group
CIBSE Low Carbon Forum UCL
Design Philosophies for Schools. (Published CIBSE Journal, March 2009)

2017
Institute of Workplace and Facility Management - Business Continuity and Risk Management SIG
Counter Terrorism Conference – London
Managing the Security Risk of Using BIM Systems

6 Publications

March 2009
CIBSE Journal
CIBSE Low Carbon Forum presentation from which CIBSE reported elements from presentation.

June 2009
RICS Business
Collecting together thoughts on the direction and funding of school design.

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August 2009
Sustain
The challenges of sustainable design with the balance of the capital, revenue and carbon budget.

2015
CIBSE TM57
Member of CIBSE School Design Group – Principal Author contributing to editing and authoring of TM.

2017
IWFM Good Practice Guide, Risk Management
Member of Business Continuity and Risk Management SIG– Contributing Author (1 of 3) and development of contents and format.

May 2023
CABE Building Engineer
The crisis in Britain's waterways
Interview by Huw Morris on England's rivers and waterways crisis resulting from a cocktail of pollution, poor management, inadequate enforcement and absence of planning.

7 History

From	To	Employer	Position
2012		The Wessex Environmental Partnership	Director
2011	2012	Frankham	Regional Head of Building Services South
2008	2011	WYG Engineering Ltd	Regional Director
2007	2008	WYG Engineering Ltd	Associate Director
2005	2007	Gardiner & Theobald	Senior Associate
2004	2005	Gardiner & Theobald	Senior Consultant
2001	2004	OPERON IBSEC renamed to OPERON circa 2002	Associate Director
1989	2001	Hunter + Partners	Director
1997	1998	Hunter + Partners	Associate Director
1996	1997	Private Consultancy	Consultant
1995	1996	Gifford & Partners	Associate
1994	1995	ACE Ltd	Director of Development and Engineering
1992	1994	Euro Disney SCA	Engineering Manager, R and D
1991	1992	WSP plc Parsons Brown/William Sale Partnership merged in 1991	Associate Director
1990	1991	Parsons Brown Parsons Brown/William Sale Partnership merged in 1991	Associate Director
1988	1990	Parsons Brown	Associate
1986	1988	Parsons Brown	Senior Design Engineer
1984	1986	Sulzer Bros (UK)	Senior Design/Project Engineer
1983	1984	Sulzer Bros (UK)	Design/Project Engineer
1978	1983	Sulzer Bros (UK)	Apprentice

8 Security Clearance

Paul has no current security clearance but has carried SC clearance (time expired).

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9 Project Experience

9.1 Summary

Paul has practiced as an Engineer for over 45 years and delivered construction Projects for Clients around the world acting as Client, Contractor and Consultant at different times. The scope of work covered over this time creates a pool of experience to deploy in favour of his Clients, as outlined in general here:

- Designing and operating buildings requires care to ensure that the comfort and operational requirements of the built environment are met while mitigating the impact on the natural environment. This requires a full understanding of the technology that can minimise carbon emissions and design details to ensure maximum efficacy.

- Using experience and knowledge of the systems, operation, and maintenance requirements within the built environment and its interaction in the natural environment allows analysis and representations to be made either for remediation or for the adjudication of disputed outcomes.

- Using knowledge gained allows analysis of the built environment by imposing a clear understanding of software systems to model the dynamic interactions of the built environment with the natural environment. The reverse of this allows these same models to recreate complex building failures while system and component failure requires analytical knowledge of the assembly and operation of those systems.

- With operating theatres through to general office accommodation, mortuary to NMR scanners hospitals have long life and specialist requirements to understand while upgrading and opening new facilities. Adding and improving facilities on existing sites requires intimate knowledge of the functionality and reliability required.

- A range of industrial spaces including a 100,000 square feet mechanised sorting office for the Post Office, industrial kitchens and large manufacturing space. From fully climate controlled through to very simple heated space the requirements vary extensively.

- With a large number of education projects across the primary, secondary and tertiary sectors with scope ranging from single classrooms right up through new secondary schools and schools at universities. With a scope ranging from single classrooms right up through new secondary schools and schools at universities.

- Commercial office developments ranging from 1,000,000 square feet down to the smaller industrial developments around the UK. Including LTVAV, VAV, Fan Coil, Single Zone and DX systems through to basic heating. Data, lighting and power distribution is critical and needs careful integration and flexibility in use.

- With a wide range of support across the civil estate for the across many departments including security reinforcement, routine office space, quick creation of space and has covered commercial type space, warehouse, small scale production facilities, power centres, small data centres through to office space.

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- With hangers, simple accommodation, hard structures through to estate planning for the naval, army, air force and marine services including code named sites. Some with high levels of ARM requirements at foreign locations, some in remote parts of the UK, through to routine support around various establishments within the UK.

- Each of the areas of the justice estate requires different details to be attended to. Courts with the separation of Judges, Advocates and Detainees, the Police with the need to be public for the front of the house elements, secure administration space and detention areas, and Prisons with security and anti-ligature being significant requirements. Support in court design, police stations and HQ facilities and prisons all need careful attention to maintain appropriate comfort and the need for security.

- With in excess of 10,000 hotel rooms towards 200 restaurants exposition and exhibit space included in an extensive design and operational in the world of hospitality the range is extensive. The projects have included small 2-star properties through to large 5-star properties. Restaurants at the fast-food end of the spectrum up to fine dining, Grand Ballrooms, Junior Ballrooms up through to large exposition space. Each requiring a detail knowledge of hospitality requirements and integrating robust flexible engineering into the space to provide reliable, durable, and flexible space.

- Historic properties require a special mix of sensitivity respecting the fabric of the building, ability to understand conservation needs, and technical understanding and flexibility to integrate systems to make our historic estate habitable and provide an infrastructure in the building to support viable uses and minimise any degradation of the fabric. This balance requires carefully balancing the requirements of Planning under the Town and Country Act and Building Regulations under the Building Act and the Building Safety Act.

- Paul started managing the control content of projects while still an Apprentice and has developed a comprehensive knowledge of the available systems and has an approach that makes the User interface human in approach and scale while maintaining the balance needed to provide functional control. Paul has worked upon simple time control systems through to the sophisticated pressure control regimes for operating theatres and containment laboratories and many points in-between.

- Paul commenced designing Swimming Pools in collaboration with London Electricity and developed strategies with international design standards to determine loads. This has allowed a clear view of the approaches and strategies that maintain comfort in a pool and its environs. Heat pumps, ventilation, pool heating space heating and maintaining a fresh comfortable space requires careful balancing. Pools with ozone, chlorine, bromine, and silver water treatment strategies have all been deployed.

- Paul has supported a range of facilities, the largest comprising of 5812 hotel rooms 120 retail outlets and 90 restaurants, one of the more complex involved 106 buildings each unique spread over 13 acres of a city, the smallest being a single property. Paul has prepared and managed IFM system and developed paper systems to suit a sites requirements. He has worked with the NHS, with inner city estates and with remote properties. He has undertaken management of hard, soft and security at different locations.

- O&M manuals, Building Safety Files, Operational Manuals, etc all need careful consideration to make them accessible, complete and maintainable. Paul has been providing manuals for works and in compliance with the requirements of the Construction (Design and Management) Regulations and works actively with his Stakeholders to make the manuals approachable to for End User.

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- Paul has worked with and negotiated contract settlements with a wide range of standard forms. He has used several forms of the Joint Contracts Tribunal (JCT), New Engineering Contract (NEC), Office of Government Commerce/Works (OGC/Works) (now obsolete), Association of Consultant Architects (ACA), The International Federation of Consulting Engineers (FIDIC), and a number of bespoke forms of these and like the Protocole International Général (PIG) between Walt Disney Corporation and the Government of France.

- Paul has priced and executed works from the earliest of days when design and build required the design to be priced and installed. Budgeting for small and major Projects has been an integral part of the design and development process. He has sharpened this as a contractor a consultant and a client where budget is important in different ways. AS part of managing contracts Paul has also been intimately involved with variation cost management and reporting status to the appropriate Stakeholders. Budgets have ranged from the thousands of pounds up to £25 billion.

- From simple projects with straightforward requirement through to managing multi project programmes Paul has a practical approach that allows stakeholders to engage and maintain communication. Paul has supported small scale Projects through to Programme with a range values from tens of thousands of pounds through to £25billion. Including work for the Secretary of State for Health, Secretary of State for the Foreign and Commonwealth Office and commercial organisations like LandSec and Trillium.

With Projects in the UK and 24 other nations Paul's portfolio of work has required contracts to be managed and issues to be resolved as the works progress. From inception through operation and finally to demolition requires careful consideration of how best to provide comfort In a safe and efficient manner. The designs and technical input have required a comprehensive understanding of the requirements of the built environment for heating, air conditioning, lighting, ICT, etc. and how they can be integrated into the natural environment with minimum adverse impact. Paul recognises that a building though is greater than the initial costs and it is important to realise this in the earliest design stage, Evans *et al* suggested in The Long Term Costs of Owning and Using Buildings, published by the Royal Academy of Engineering that construction costs of a building is 1, then its maintenance and operating costs over the years is 5, and the business operating costs (salary of people working in that building) is 200. This was picked up by Richard Saxon's task group at the Royal Academy of Engineering, Constructing Excellence Be Valuable Task Group and has been widely circulated. Clements Croome has challenged the methodology and values but the premise that the design is a whole life issue is still regarded as valid. It is only by looking at whole life issues that we will square the built environment in the circle of the natural environment. Design, facility management and estate strategy all need to reflect this whole life ethos.

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9.2 Environmental

Societies most precious asset, the environment is also a fragile asset and from the very earliest days of Paul's career this has been an important factor. Pragmatically we understand that we cannot win all oof the battles in design and this makes it more important that the issues we are able to tackle are able to minimise adverse impacts. Reality is a cruel master here and a Clients philosophy, budget and the nature of the work all impose limiting factors.

Sustainable Design is playing a more important role in the design of our society and the balance between economic, environmental and social need is challenging designers to review their value decisions. Examples would include Marriott Inflite Catering Facilities which were designed to reduce the energy consumption to half their norms; Local Authority greenhouse design with a variety of options for heating from air sourced heat pump, using a pond as a water source for a heat pump and the use of conventional boilers, office design managing the balance between natural and mechanical systems.

Projects have included a number of Leisure Centres for Local Authorities such as St Augustine Swimming Pool, Eaton Park Leisure Centre, Bury St Edmunds Leisure Centre, Ryde Leisure Centre and a number of pools for Hampshire County Council's Key Stage II. These used a variety of technologies including heat pumps, thermal wheels, ozone water treatment and careful engineering of the ventilation systems to manage the energy consumption to a minimum.

In education the opportunities for incorporating sustainable and low carbon technology in addition to reducing consumption also provides a phenomenal resource supporting the learning of young people that magnifies its impact as the concepts are exported from the learning environment across society. With bio-fuel, solar thermal, photovoltaic, wind generation, micro generation, CHP, heat pumps, earth tubes, etc there is a significant palette of measures to choose from.

Paul has been involved in designs that have used heat pump technology, for example one Project took heat from boating ponds to heat Municipal Greenhouses, this required a careful analysis of the threats to the pond ecology and removal of threats to this while maintaining the quality of the water to prevent blocking and fouling of the engineering heat exchange system. This required physical separation chambers, chlorination and de-chlorination.

With the full analysis of the heat cycle and retiming these on another Project working with a Maltster, Paul was able to re-plan their production schedule and reduce their energy consumption by recycling warm humid air and hot dry ir through early stages of the malting process and thus avoid using primary energy in this respect. By analysis of the malting cycle and planning the development carefully the inclusion of additional kilns optimised efficient production both physically and in terms of the energy consumed.

Each Project needs to be approached carefully to analyse the available energy and the required loads. Balancing these as in the examples above in real time is imperative and a skill which Paul fully understands and proactively drives in the development of the design strategy. It is only through this process of detailed analysis and review that sustainable carbon reducing features can be incorporated into the development of a design. The earlier that this process is commenced within a building or Projects strategy the more benefit that will accrue. In essence understand the use and requirements of the space, determine strategies and implement these, incorporating a concept after the fact inevitably means that it is compromised and yields less benefit at greater cost.

The design process, construction and operation of properties all provide opportunities to integrate sustainable, low carbon, energy efficient elements into the building or task. These mitigate the impact of the built environment on the natural environment with obvious benefits arising with heat

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pump strategies to the less well understood impact of detailed psychrometrics and working to keep sites with a light footprint on the landscape. These technical solutions need to be considered with the embedded carbon and the construction miles to get a full picture.

9.3 Expert Witness

Paul has acted as Expert Witness in four cases and led a team of engineers who provided this service. The Expert Witness roles:

- 1990 - The Client was being challenged over the level of noise being produced by laundry equipment and odours from catering associated with a care home under UK jurisdiction,
- 1993 - The Client had 6 swimming pools where the Contractor had failed to incorporate vapour barriers into the construction leading to severe degradation of the fabric and the amenity value of the pool environment under French jurisdiction,
- 2012 - The Client was Landlord in a block of flats with a substantial historical backlog of repairs that were executed in a single tranche and were perceived as improvements by the Tenants. The tribunal determined that the works were repairs but limited the Client's recovery to low levels as a result of procedural failures.
- 2013 - The Client was Landlord in a block of flats with a substantial historical backlog of repairs that were executed in a single tranche and the Client challenged the original ruling with respect to value following a change of precedence. The Tenants suggested that costs were exceptionally high as a result of design decisions. The Tribunal found in favour of the Client and the full amount of the repair was recovered.

In all cases the Expert Report and review in "court" led to the actions being successful and settled before reaching court or with positive court decisions.

Paul has also supported Practices he has worked for on the preparation of defences for two cases were design issues undertaken by colleagues were challenged by Clients and managed exposures in these cases in 2010.

9.4 Building Analysis/Forensics

Paul uses his experience and knowledge of the systems, operation, and maintenance requirements within the built environment and its interaction in the natural environment to develop failure mode models for faults identified in a building. The inspection and exploration stage can include non-intrusive measures such as infra-red photography, temperature/humidity monitoring, careful measurement, analysis of change over time.

Careful investigation and matching evidence to conclusions is the key to successful analysis and by deploying a scientific, evidence-based approach interpretations can be supported. There are occasions when measurement leave gaps in the evidence and it is here that careful mapping of possible answers and analysis of the most likely outcomes are required.

So, a chiller burning out does not necessarily mean that the fault is with the control system, investigation and analysis lead to the isolation of 1 of two transformers as being the primary cause for the failure, evidence would not support determination of why the transformer was isolated.

Determination of thermal transmission in historic properties where walls might be 1.200m thick requires a careful tracking of the temperatures and heat input to determine a U-value for the wall.

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A roof “leaking” water led to the determination that the Designers had not included a vapour barrier requirement rather than the external barrier being breached.

Why a dishwasher failed to achieve temperature was determined to be the incorrect installation of a two-port control valve and not a shortage of load or other central plant issue.

The analysis of each of these samples and the determination of the issue allowed for either remediation or for the adjudication of disputed outcomes.

9.5 Health

Paul has worked in a number of hospitals from Moorfields, Woolwich, Bournemouth, Guilford, Southampton, Salisbury, St Albans, etc as well as the supporting the Department for Health, the NHS, Scottish Government and NHS Scotland. Roles have included design and construction of routine administration spaced through to imuno-suppressed wards, hydrotherapy, dental, orthopaedics, operating theatres, oncology, phlebotomy, mortuary, NMR, imaging kitchens and energy centres.

Familiarity with the HTM’s requires review of current practice continuously while working in the healthcare arena as evolving information makes more demands upon the technical and MEP systems that support hospital. Infection control has grown in prominence in designs and the need for very reliable functionality remains a primary concern.

Developing estate strategies requires careful analysis of the current state, the likely requirements over the cycle of the plan, and some broad panning around unknown future options. With the demands for land and the nature of hospital facilities looking at options to free assets and wither repurpose them or dispose of them has become an important element. Sustainable strategies see not only the carbon consumption and thereby bills being under pressure but also minimising space consistent with the needs of delivery and repurposing coming into play.

Paul has supported the Department for Health with the procurement operation and transition planning associated with ISTC’ across 96 locations in the UK. Initially confined to orthopaedics, oncology and ophthalmic were latterly included. Initial discovery related to Dental was aborted by the Department. This role saw Paul working with Barristers, Surgeons, The Prime Ministers Office, contractors and the Secretary of State for Heath and subsequently with Treasury. This model was developed further with Scottish Government who were briefed and entered into early discussions around contract models.

With operating theatres through to general office accommodation, mortuary to NMR scanners hospitals have long life and specialist requirements to understand while upgrading and opening new facilities. Adding and improving facilities on existing sites requires intimate knowledge of the functionality and reliability required.

9.6 Education

Paul sat on the CIBSE School Design Group and has worked on education projects throughout his career. With some 480 Primary and Secondary projects ranging from single space extensions through to new Primary and Secondary schools, he brings a wealth of knowledge to these projects. Additionally work in the tertiary sector with Universities, Colleges etc has involved larger scale campuses.

Paul has been a Chair of Governors and chaired the Finance Sub-Committee for a number of years before retiring.

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Worked has covered a range of academic institutions in the Tertiary sector including, Stirling University, Bournemouth University, IEST, Chichester College, Brighton University, and Southampton University Hospital designing a range of facilities from accommodation through to specialist technical facilities. More specifically these have included student accommodation (approaching 2000 rooms), research labs, lecture rooms, learning resource centres, galleries, close control spaces and campus infrastructure upgrades and replacement.

On three separate University sites has led the review and upgrade of the infrastructure including ICT, Power, Gas, Heating, Sewage and Water to facilitate a more efficient delivery under the auspices of PFI funding for the improvement and expansion of facilities. This required identification of appropriate tariff strategies and negotiation with respect to existing contracts and incorporation of appropriate information into the contracts.

In the Secondary sector a wide range of Clients including Public Schools and State Schools have seen designs for mixed mode performing arts theatres, sustainable schools, single classrooms and complete 4/5 Form Entry Primary Schools and Secondary Schools. These Projects have involved new build, refurbishment and extension with a range of budgets and scopes. These have included as part of some commissions full energy audits, life cycle costing, buildability and value for money options.

Paul has worked with a wide variety of Special Needs within different learning environments; these have included integrated units, as well as separate learning provision in Special Needs Schools. This experience has allowed Paul to understand the need to avoid institutionalizing the buildings and providing an environment that adapts to the needs of the pupils. Paul's last Special School was the Manor Green School in Crawley. This included the full range of sensory rooms, a hydrotherapy pool and adaptive controls to allow flexible use of the space as required by the pupils.

All of this means that Paul has a wealth of experience in the education sector ranging from single classroom through to universities. Work covered design, planning and advice to the Department for Employment and Education (Department for Education and Skills).

9.7 Office

Paul has worked on a variety of commercial developments and deployed a range of systems to meet specific requirements. These developments have included Speculative shell and core through to detailed fit outs for prime clients, with areas from 50,000 square feet through to 345,000 square feet net internal with a total of some 11million square feet of commercial office development in and around London.

Supported Langham Estate Management with managing a large portfolio of properties in the West End of London which were originally built between 1880 and 1930 for the most part with some post WWII infill. The properties include retail, commercial and residential in a challenging market.

Some of the significant designs have been the provision of the first British chilled ceiling design (active chilled beam), the first British LTVAV system (primary air at 5^{o}C saving riser space and power consumption), 1,000,000 square feet as a phased development on the Isle of Dogs.

Commercial offices for Clients require an understanding if the Client will be using the office or leasing, this leads to either a very bespoke solution (such as detailed Executive Office fit outs) or very basic shell solutions allowing Tenants to develop the detailed solution. The process of letting becomes a balancing act where the Tenant presses for the maximum provision

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9.8 Commercial/Factory

Paul has worked on a variety of commercial developments and deployed a range of systems to meet specific requirements. These have included concept designs for large lift manufacturing estate, full design of a highly complex clean air production facility with difficult challenging shift production patterns through, and design and build of large commercial kitchens.

Clients have had requirements for extreme level floors and close environmental control to accommodate mechanised letter sorting, others require hygienic air. Simple heating and ventilation in occupied areas and frost protection in more general production facilities. All require the services to be integrated into the facility in a manner that does not compromise flexibility.

Understanding the Clients production requirements and integrating services that are sustainable and efficient at maintain the required conditions is important. As is the inclusion of flexibility as production space evolves and adapts to changes in production process and the ebb and flow of the Clients market.

9.9 Government

Paul has worked with a variety of Government Departments at a wide range of locations supporting the civil estate including security reinforcement, routine office space, quick creation of space and has covered commercial type space, warehouse, small scale production facilities, power centres, small data centres through to office space.

Work has included reducing carbon consumption to minimum levels within a Grade II listed Whitehall office. Complicated by the need to restrict plant on roof from sight lines, limited number of risers and increasing density of occupation. Solution was to carefully manage fresh air to match occupation and treat this at source to a tempered condition, tempering to the lowest energy condition, and fine tune locally. Fresh air only kept riser sizes down but meant some of the terminals were carrying significant loads.

Paul was responsible for the review and blue sky review of the FCO ICT future proofing and facility design. This review required analysis of the FCO's current and future usage to provide facilities with a 20 year forward looking functionality. The report looked at the requirements for availability, reliability and future rolling replacement of the systems with as yet unidentified systems.

Paul has dealt with several IT Sutes for various Departments ranging from EMP proofed facilities to MoD secure rooms, and with a wide range of requirements for MEP. With locations spread across London, the Home Counties and all the way out to St Kilda.

Physical, asset and information security all play a role in the design of government projects and impose constraints on the design, construction, and operation of the building. From simple perimeters to physical construction security, simple elements like bars in ducts through to electrical isolation all impact the smooth operation of the facility at the required level.

9.10 Defence

Paul has worked in a variety of secure and semi secure sites. He has had SC clearance with the Foreign and Commonwealth Office (time expired) where he worked regularly with the MoD SSG.

Projects have ranged from code named MoD with high levels of ARM requirements through to routine support around various establishments. The facilities have been various with missile ranging facilities, hangar fire suppression systems, confidential spaces, secure spaces, diver

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training facilities, accommodation, etc. These require a clear understanding of the standards and laws a particular facility will be designed to.

With some very novel solutions around data centres, high ARM requirements, robustness of perimeter security, CCTV security of remote fuel dumps, specific security requirements around EMP protection of data centres included within the projects.

Paul has designed under a number of different jurisdictions and is familiar with the military practice and the adoption of British, US and NATO standards. This range of work and knowledge of systems and practices has led to a clear understanding of those Projects where information is provided on a need-to-know basis.

9.11 Court/Police/Custody

Each of the areas of the justice estate requires different details to be attended to. Courts with the separation of Judges, Advocates and Detainees, the Police with the need to be public for the front of the house elements, secure administration space and detention areas, and Prisons with security and anti-ligature being significant requirements. Support in court design, police stations and HQ facilities and prisons all need careful attention to maintain appropriate comfort and the need for security.

Paul has worked with the Metropolitan, Hampshire, Dorset, Kent, and Hertfordshire Constabularies/Police Services designing stations HQ facilities from Gold Command down through Bronze, detention facilities and evidence holding and examination spaces. One facility providing 10,000 m^2 of space centralising provision of service from a number of older and outlying stations together with a Custody Suite of 36 cells.

In Prisons Paul has sesigned and supported construction of laundries, steam boiler plant, refurbishment of cell block (requiring design inside secure area and with consideration of ligature and vandalism), workshop, gyms, re-provision of central plant, support buildings and service upgrade to provide natural ventilation system with a forced ventilation system providing smoke extract additional security steam for heating and process.

9.12 Hospitality

Paul has a wide range of experience in development, construction and operation of hotels and hospitality facilities.

Hospitality Projects have included work with Marriott, Hilton, Walt Disney, Millennium and Copthorne, Post House Forte, Courage, Marriot in Flite Catering and a number of boutique operators. These hospitality designs have covered the design and build of full production kitchens to service inflate operations, through the full range of 2* to 5* plus boutique hotel properties. Paul was responsible for the co-ordination and the integration of the requirements of the Hotel Operation Team at Euro Disney for the opening on 12 April 1992 of the 5812 rooms, 90 Restaurants and 120 Retail Outlets at the Paris site. International work has included the designed two 5* properties for Hilton in Hanoi and Ho Chi Minh City, Republic of Viet Nam, boutique hotel operators across Europe and in the West Indies, and a 500-room property in east Africa. From an operational and design perspective Paul developed Restaurant operations and facilities in a number of European cities with the concept of a central kitchen serving 3 show kitchens and a 1000 cover restaurant.

In his role as a Hospitality manager Paul has had to deal with extreme security issues (French Minister required hotel complex to be made safe, liaised with Gendarme and CRS to achieve),

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overbooking (a global incident with the organisations booking system led to a 20% overbooking – requiring redirecting guest where ameanable, securing commensurate off site accomodation for others) and routine interfacing with the front office as operational control. Also significant facility management across a wide range of properties.

9.13 Historic

Paul has worked on a variety of Projects undertaken for the National Trust, English Heritage and private Clients work has covered a variety of heritage projects and is a Member of SPAB.

At the Vyne the National Trust embarked on a major refurbishment of the property and extensive investigation of the drainage system was required to determine the possibility of the system contributing to the dampness of the building. In the final analysis the dampness was as suspected attributable to the spring in the basement. Subsequent conservation grade building services were integrated into the building.

In Eltham Palace English Heritage were refurbishing the building which had been occupied by the military both to conserve the fabric and to make the splendid facilities available for corporate hospitality. This dichotomy of function required very careful analysis of the system to avoid compromising comfort and conservation. With a mixture of Ancient Monument Grade 1 and Grade 2* listed elements the building required very careful management of the systems.

Various modifications and revisions of use in Petworth House required to meet the changing needs of the National Trust required systems to be modified and extended with revised function within the listed building.

Other works have seen Projects in Uppark House, Igtham Moat, Hanslope Park, King Charles Street – Foreign and Commonwealth Office, Palace of St James - Lancaster House, No 1 Carlton Place, various churches, Dover Castle, RAF Bentley Priory and others.

Clients have included the National Trust, English Heritage, the RAF, Land Securities, The Foreign and Commonwealth Office, local authorities and private owners.

9.14 Swimming Pools

Paul has supported the design of water parks and leisure pools across a wide range of Clients, these include a wide range of work from refurbishment of local authority facilities through to prestige facilities for private clubs.

Initially working with the Electricity Council Paul supported the development and understanding of the application of heat pumps to provide a better environment and reduce running costs. This led to a period of intense work with Local Authorities and designs for refurbishment/enhancement of the typical quarter/half Olympic swimming tank this moved on through hotels and sports clubs.

Pools have included the Eaton Park Leisure Centre (free form wave pool, training pool, paddling pool and diving tank), Bury St Edmonds (Training pool, variable depth pool, learning pool and a free form wave pool) St Augustine's (refurbish pool hall and facilities), Hampshire CC (6 swimming pool upgrades including pool dosing and space conditioning (includes 2 outdoor pools)) EuroDisney (12500 peak ion park water park facility) Clubhaus (2 swimming pools at golf courses Castle Royale and Nizels), to provide a total of around 100 pools.

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9.15 Controls/BMS

The built environment requires many successful elements to come together and deliver a warm, hospitable environment to live, work and play in. At the centre of the design process is a clear understanding of how controls manage the interface between the people using the space and the systems delivering that comfort. It is here where the unsung control system is the greatest strength and the silent partner in so many built. Environment. Looking at the now the past and the future allows controls to anticipate and adjust the speed of response to match the offset of a given condition. This is represented through a wide range of experience in development and implementation of building management systems from the initial digital systems of Staefa, GEC Satchwell, Honeywell, Sauter through to the current generation of BACNet/LONMARK controllers provided by Johnson Controls, Trend and Honeywell as well as a host of other systems. With roles ranging from detailed design through to the establishment of detailed design briefs for control systems from the few points required for a Primary School through to systems of 5000+ points.

Detailing, Designing and Commissioning systems requires a full knowledge of the interactions of the systems and building and more importantly the people who will operate and work in the space. Simplicity is achieved through clear statements and detailed analysis of the controlled devices and controllers to ensure that they interact and deliver the outputs required in the time required to control the space, this requires a significant input in the early stages of the design.

9.16 Facility Management

Paul has supported a range of facilities, the largest comprising of 5812 hotel rooms 120 retail outlets and 90 restaurants, one of the more complex involved 106 buildings each unique spread over 13 acres of a city, the smallest being a single property. Paul has prepared and managed IFM system and developed paper systems to suit a sites requirement. He has worked with the NHS, with inner city estates and with remote properties. He has undertaken management of hard, soft and security at different locations.

Facility Management takes the design after construction into its most active phase and a clear understanding and analysis of these processes are fundamental to the design and to the success of a Project. Roles have included managing the maintenance of an 1100 room resort hotel, developing a specification and monitoring the Contractors performance for The Daily Telegraph, replacement strategies for steam plant at Cranfield University.

Facility Management roles have been and have seen me involved in strategic and day to day roles from the build-up of a maintenance team for the opening at EuroDisney, Paris of 5800 rooms, 90 restaurants and 120 retail outlets, through to the day-to-day operation of an 1100 room hotel. In the UK I have been held the role of Commission Manager at the Foreign and Commonwealth Office and at the Department for Transport I was the Team Leader for the Mobilisation Team. These roles have dealt with a multi hundred million dollars budget to a budget of £8.5 million at the Foreign Office and similar at the Department for Transport. In the role of Development Director, I was involved in the procurement of sites across Europe and the establishment of maintenance and other procedures appropriate to 1000 cover restaurants in major European centres.
Supported Langham Estate Management managing a large portfolio of properties in the West End of London which were originally built between 1880 and 1930 for the most part with some post WWII infill. The properties include retail, commercial and residential in a challenging market.

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9.17 Manuals

O&M manuals, Building Safety Files, Operational Manuals, etc all need careful consideration to make them accessible, complete and maintainable. Paul has been providing manuals for works and in compliance with the requirements of the Construction (Design and Management) Regulations and works actively with his Stakeholders to make the manuals approachable to for End User.

The challenge today is compounding with the requirements of the Health and Safety at Work etc Act, Building Safety Act and the Construction Design and Management Regulations seeking to provide and maintain different information. Fundamentally the “manual” needs to provide sufficient detail to allow for the safe removal and installation, the repair and replacement in use and the removal at the facilities end of life.

Paper manuals are appropriate to simpler structures but insufficient for more complex buildings. One recent case illustrates this were ab electronically indexed manual referenced appendices with supplementary information. The printed manual was circa 0.300m, this expanded up to around 3.000m when all the appendices were printed. It would be near impossible to audit and maintain the paper version of the manual llong term. This leads to the conclusion that electronic manuals will become the norm for larger projects.

Scaling this down to a domestic scale requires careful consideration, a domestic Client will nt have the technical knowledge or resource to make use of a manual as described above nor would they need the volume traditionally the domestic manual has been simplified to a page or two of quick start type instructions and a collection of literature which is promptly list.

All indicators are that electronic manuals with linked files will become the norm. Paul has a wide range of experience as a technical author, as a reviewer and as a user of the manual, a skill set he is deploying more frequently to support. The provision pf current, auditable, revisable manuals is the result.

9.18 Contract

Paul has worked with and negotiated contract settlements with a wide range of standard forms. He has used several forms of the Joint Contracts Tribunal (JCT), New Engineering Contract (NEC), Office of Government Commerce/Works (OGC/Works) (now obsolete), Association of Consultant Architects (ACA), The International Federation of Consulting Engineers (FIDIC), and a number of bespoke forms of these and like the Protocole International Général (PIG) between Walt Disney Corporation and the Government of France.

Paul has negotiated a variety of contracts within the construction arena including international awards such as:

- Working with the French government to develop and maintain the services required under the contract between EuroDisney SCA and the French Government. This involved dealing with the Prefecture, Regional and Central Government bodies. Additionally, was responsible for opening 6 of the 7 Hotels technically and needed to negotiate settlements around a number of issues involving US Architects, French Architects, and a whole range of European Contractors and Sub-Contractors.

- Managed contracts for Foreign and Commpnwealth Office related too their estate spread out across multiple sites. Our contract was an adapted ACE form while the majority of the works were either OGC/Works or JST.

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- Reviewing and negotiating contracts between the regional government and contractors for the Gwadar Fish Harbour CUM Miniport. With extensive deviation from the Project requirements a detailed analysis of the Contractor's Proposals was required to ensure that the Client (the Regional Government) was briefed as to the impact of the difference commercially and practically.

- Undertook supervision of NEC contract for NPL Advanced Quantum Metrology Laboratory (AQML) at Teddington through final stages and account as support to the Project Manager and NPL.

- Administered Facility Management contract for MEP across 13 acres of London covering 106 properties with a mix of obligations and requirements on behalf of the Langham Estate. Three primary contracts covering MEP under OGC/Works and multiple small projects under JCT

- Detailed monitoring and management of traditional international construction contracts.

9.19 Cost Management

Cost Management takes many forms, Paul has budgeted Projects at inception, managed costs through the contract, provided guidance through the development of facility management packages and provided long term estate and strategic budget support. The foundations for Paul started early with cost management as a Contractor, this evolved into cost design and build projects and grew as Paul's roles changed.

On three separate University sites has led the review and upgrade of the infrastructure including ICT, Power, Gas, Heating, Sewage and Water to facilitate a more efficient delivery under the auspices of PFI funding for the improvement and expansion of facilities. This required identification of appropriate tariff strategies and negotiation with respect to existing contracts and incorporation of appropriate information into the contracts.

Negotiation between the Foreign and Commonwealth Office, the Crown Estate, HM Treasury, English Heritage and other interested parties to resolve the improvements and strategies for maintaining and enhancing Lancaster House as an international secure governmental convention centre.

Paul authored the Department of Health's - Efficiency Delivery Plan in response to the Gershon review. This required a cross-Department review of initial responses from Directorates and analysing this, identifying information gaps and clarification of the audit trail. Report identified £6.5 billion of saving. In review by OGC and HM Treasury the report was recognised as an exemplar for other Departments to adopt in finalising their reviews.

9.20 Programme/Project Management

Design and the project management of the design process for large engineering schemes and of integrated projects giving 5,000,000 square feet of commercial offices, 250,000 square feet of commercial production kitchens, 400 school projects, some 10, 000 rooms in hotel and leisure project around the globe and a variety of industrial projects. Examples of this would be the £200 million (approx. today's value) 60 London Wall office block where responsibilities were related to building engineering services and the Water Park, Convention Centre and 1100 room hotel at EuroDisney where the budget for each exceeded $250 million (approx. today's value) and responsibilities where for the delivery of complete schemes including financial models and functional spaces.

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In the Department of Health Paul was the Senior Programme Manager that saw the £25 billion Independent Sector Treatment Centre (ISTC) programme through a successful start-up and into the second phase. Paul established the Programme Management tool for the Commercial Directorate that was branded as being better fit for purpose within the Programme than Prince2 by the HM Treasury's Office for Government Commerce. During this time Paul was part of the Senior Management Team that advised the Secretary of State on requirements to enable the ISTC programme to succeed. Programme Management, Risk Management and weekly reporting for the Secretary of State was included within the process. This required management of the various interested parties including the BMC, Unions, Ministers and the NHS. The programme consisted of some 40 individual projects which were all managed within the programme.

Paul was responsible for preparing the Department for Health's response to the Gershon Efficiency Report; this required an auditable document to be prepared which identified the Departments plans to save its £6.5 billion portion of the Government's £21 billion efficiency target. This saw reviews of each of the Department's targets and a detailed analysis of the measures necessary to make and measure the targeted savings. The final report was accepted by HM Treasury as being the most detailed and accountable of the documents prepared by the targeted Departments/Ministries. Outside the report we also develop risk profiling for the Head of Finance so that they were aware of the issues and associated risks and their impact upon the savings.

From early in the process responsible for the development of a programme management tool to operate and control multiple Projects across a wide range of fields. Included managing the programme timeline to ensure Acts of Parliament were in place, complex Trade Union negotiations completed and multi-national contracts in place within the requirements of OJEU and public probity. This programme management and support was the Programme Office for a £10 billion procurement for the Department of Health. Phase 1 was a £7.5 billion procurement which included 250,000 elective procedures some diagnostics and other peripheral procedures. Phase 2 was undefined and incurred another £2.5 billion of spend targeted at diagnostics and integrated services. Paul has dealt with a number of Parliamentary Questions providing formatted answers for the Secretary of State. The role also covered multiple project review and implementation of reporting processes, benefits management, risk management, lessons learnt, stakeholder management, OGC Gateway™, quality management and responding to Parliamentary procedures.

Design and the project management of the design process for large engineering schemes and of integrated projects giving 5,000,000 square feet of commercial offices, 250,000 square feet of commercial production kitchens, 400 school projects, some 10, 000 rooms in hotel and leisure project around the globe and a variety of industrial projects. Examples of this would be the £200 million (approx. today's value) 60 London Wall office block where responsibilities were related to building engineering services and the Water Park, Convention Centre and 1100 room hotel at EuroDisney where the budget for each exceeded $250 million (approx. today's value0 and responsibilities where for the delivery of complete schemes including financial models and functional spaces.

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10 Clients

10.1 Summary

Paul has worked with a wide range of Clients including Prudential, Land Security, Trillium, Grosvenor Square, IBM, Jones Lang Wotton, Scottish Widows, Grosvenor Square Properties, Royal Mail, BBC, Nomura, Department for Environment Food & Rural Affairs, Hilton Hotels, Swiss Bank Corporation, West Sussex County Council, Merrill Lynch, Ministry of Defence, National Trust, City of Norwich, Union Bank of Switzerland, Rosehaugh, Daily Telegraph, Norfolk County Council, Grosvenor Properties, Hampshire County Council, HM Prison Service, Swiss Bank Corporation, English Heritage, Morgan Stanley, EuroDisney SCA, UKPN, Langham Estate Management, Historic Royal Palaces, City of Westminster, and others.

Paul has worked with Architects including Ghery, Stent, Hopkins, Siefert, Stansfield Smith, and many other to create built environments that are aesthetically and functionally balanced.

Samples of Clients follow for information:

10.2 Environmental

SULZER	Swimming Pools Malt Kilns Green Houses
The Electricity Council	Swimming Pool Heat Pump Development
LONDON ELECTRICITY	Swimming Pool Heat Pump Development
Milestone & Collis Chartered Surveyors	First steps to environmental improvement for leaseholders: • Boundary House • Charmouth Court • Harrowdene Gardens • St Margaret's Court
west sussex county council	Single class extensions New Wings New Primary School New Secondary School New Special Needs School
MARRIOTT In Flight Catering	In Flight Catering Kitchens: • Heathrow (New) • Unit D Heathrow • Gatwick • Manchester • Madrid • Johannesburg • Paris

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	• Bermuda Desalination – Bermuda
	Project NOMAD - Head Office - Reading
	Key Stage 2 Swimming Pool
	Bishop Otter Campus Library
	Office Refurbishment and enhancement of Ground Source Heat
	Swimming Pools Malt Kilns Green Houses
	Central Library Labs ICT Support Centre
	Bexhill High School
	Garth Hill College
	Cressex School
	Disney Vacance Convention Centre - Exhibition and Exposition Centre 12,500 PiP Waterpark 1000 Room 2-star Hotel

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10.3 Expert Witness

	1990 - The Client was being challenged over the level of noise being produced by laundry equipment and odours from catering associated with a care home under UK jurisdiction.
	1993 - The Client had 6 swimming pools where the Contractor had failed to incorporate vapour barriers into the construction leading to severe degradation of the fabric and the amenity value of the pool environment under French jurisdiction.
	2012 - The Client was Landlord in a block of flats with a substantial historical backlog of repairs that were executed in a single tranche and were perceived as improvements by the Tenants. The tribunal determined that the works were repairs but limited the Client's recovery to low levels as a result of procedural failures.
	2013 - The Client was Landlord in a block of flats with a substantial historical backlog of repairs that were executed in a single tranche and the Client challenged the original ruling with respect to value following a change of precedence. The Tenants suggested that costs were exceptionally high as a result of design decisions. The Tribunal found in favour of the Client and the full amount of the repair was recovered.
In all cases the Expert Report and review in "court" led to the actions being successful and settled before reaching court or with positive court decisions. Supported Practices he has worked for on the preparation of defences for two cases were design issues undertaken by colleagues were challenged by Clients and managed exposures in these cases in 2010.	

10.4 Building Analysis/Forensics

SULZER	Swimming Pools Malt Kilns Green Houses Steam Boilers Hospitals
west sussex county council	Schools Offices
THE LANGHAM ESTATE	Exhibition Space Offices Retail Spaces

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Curriculum Vitae - Paul Eslinger

BEng(Hons) CEng CBuildE
FCIBSE FIHEEM FRSPH FCABE CIWFM FFB
MAPM MInstR MIH MIAM MIoD AaPS MASHRAE

National Trust	Stately Homes Drainage Damp Conservation Stone Conservation Thermal/Humidity
Foreign & Commonwealth Office	Offices Residences Estate
City of Westminster	Residences
NHS Hampshire Hospitals NHS Foundation Trust	Operating Theatres Wards Estate Strategic Plans
	HQ Campus Review Amsterdam
Animal & Plant Health Agency	Close Containment - CAT4 & 3 Steam Offices Drainage Autoclaves
LandSecurities	Offices MoD Establishments
THE CROWN ESTATE	Residential Exhibition/Meeting Halls
Foreign & Commonwealth Office	Residential Office Warehouse Basement flood drainage ICT Projection and Infrastructure
Ministry of Defence	Classified
nationalgrid	Sellindge ICAF HVDC Valves Pole 3 DC Reactor Failure

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10.5 Health

NHS	ISTC Programme Office Gershon Report Response
Department of Health & Social Care	ISTC Programme Office Gershon Report Response
NHS Royal Surrey NHS Foundation Trust	Phase 1 New Build Hospital Scanner Suite
NHS University Hospitals Dorset NHS Foundation Trust	Royal Bournemouth Hospital New Laundry Oncology and Stroke block
NHS University Hospital Southampton NHS Foundation Trust	Pathology Ventilation Upgrade Wards Ventilation Upgrade CSSD Ventilation Upgrade Upgrading Mortuary Lecture Theatres Refurb
NHS Salisbury NHS Foundation Trust	New Dining Facility New Ward
NHS Hampshire Hospitals NHS Foundation Trust	Refurbishment of Operating Theatres
Moorfields Eye Hospital NHS Foundation Trust NHS	Clean room production unit
Scottish Government	Initial advice related to ISTC
NHS SCOTLAND	Initial advice related to ISTC
NHS West Hertfordshire Teaching Hospitals NHS Trust	New Steam Boiler House and Incinerator + Distribution of Steam

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NHS University Hospitals Sussex NHS Foundation Trust	St Richards Hospital - Condition Survey St Richards Hospital – Maternity Block Refurbishment St Richard's Hospital – Estate Development Plan
NHS Lewisham and Greenwich NHS Trust	New Build Queen Elizabeth Military Hospital Hydrotherapy Pool

10.6 Education

west sussex county council	Single class extensions New Wings New Primary School New Secondary School New Special Needs School
Hampshire County Council	Key Stage 2 Swimming Pool Programme Various Schools
Norfolk County Council	Various Schools PFI Bid
TOWER HAMLETS	Various Schools PFI Bid
US UNIVERSITY OF SUSSEX	NMR Laboratory
Imperial College London	Central Library Labs ICT Support Centre
Cranfield UNIVERSITY	Estate Strategy – Energy source options.
UNIVERSITY of STIRLING	Estate Strategy – Energy source options.
BU Bournemouth University	8 storey building for academic use including offices

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University of Brighton	Student Accommodation
University of Southampton	Student Accommodation ICT Laboratory
University of Chichester	Bishop Otter Campus Library
Lambeth	Dunraven School
Southampton Solent University	Library Seamanship Training Centre ICT Student Centre
University (CLIENT CONFIDENTIAL)	Estate Strategy – Energy source options.
East Sussex County Council	Bexhill High School
Bracknell Forest Council	Garth Hill College
Buckinghamshire County Council	Cressex School

10.7 Office

Rosehaugh Stanhope Developments PLC	Various Offices
LandSecurities	Various Offices

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Shell	HQ Campus Review Amsterdam HQ Refurbishment Amsterdam
Scottish Widows	60 London Wall
JLL	60 London Wall
Morgan Stanley	25 Cabot Square
Nomura	No 1 St Martins Le Grande
The Daily Telegraph	Move from Fleet Street South Quay Plaza Fit-Out
Courage	Project NOMAD - Head Office - Reading
UK Power Networks	Negotiation around supplies and sub-station leases
Waterside Community Trust	Westridge Water Centre
West Suffolk Council / Bury St Edmunds Town Council	Bury St Edmunds Leisure Centre
Marples International	South Quay Plaza
Société de Banque Suisse Schweizerischer Bankverein	Threadneedle Street

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UBS	Gresham Street
Merrill Lynch	No 9 Ropemaker Place
HSBC	Southampton Airport Support Office
IBM	Various Offices
BARINGS	60 London Wall Fit Out
NOMURA	No 1 St Martins Le Grande
Milestone Collis Chartered Surveyors	London Sauare (Teddington) Property Mangement Serlian Boundary House Charmouth Court Harrowdene Gardens Park House St Margaret's Court
awh anderson wilde & harris EXPERTS IN PROPERTY	9 Wilbraham Place
BBC	BBC White City Development BBC Sound Booths FCO
GROSVENOR	Various Offices
IPSWICH BOROUGH COUNCIL	Ipswich Leisure Centre (Crown Pools)

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THE LANGHAM ESTATE	Licence to Alter Facility Management Support Small Project Support MEP Design Support COVID Occupation Support

10.8 Commercial/Factory

POST OFFICE	MLO Reading Sorting Office Slough MLO Brighton
nationalgrid	Sellindge ICAF HVDC Valves Pole 3 DC Reactor Failure
MARRIOTT In Flight Catering	In Flight Catering Kitchens: • Heathrow (New) • Unit D Heathrow • Gatwick • Manchester • Madrid • Johannesburg • Paris • Bermuda Desalination – Bermuda
North Thames Gas Technical Unit	Dell Park Conference Centre
Trillium	MoDEL support
Ford	Dunton Test Cell Dunton EU Motor Test Facility
	Smoke Exhaust – Victoria Smoke Exhaust – Waterloo
NetworkRail	London Depots

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SULZER	Warehouse – Farnborough General Hospital NMR Extension New Military Hospital Heating Replacement Steam to HTHW Swimming Pools In Flite Catering Facility NHS Operating Theatres
Kraus & Naimer	Shanon Production Centre
BAA	Head Office – Gatwock Central Pier – Gatwick 40m Extension Gatwick Roof Office Block – Gatwick Tower – Gatwick
Heathrow Making every journey better	Terminal 3 Refurbishment WOrks
LONDON GATWICK	Refurbishment Central Pier and Passenger spaces
Southampton Airport	Terminal Works
Pfizer	Biotech Pharmaceutical Facility - Strängnäs, Sweden
Tideway	Tideway London
UNDERGROUND	Stepless Station Programme

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10.9 Government

Ministry of Defence	
Department for Education	
Foreign & Commonwealth Office	ICT future proofing and facility design King Charles ST – Various No 1 Carlton St - Various Hanslope Park Data Centre Hanslope Park Rotary UPS Hanslope House Refurb
Department for Transport	Victoria Office Facility Management and Operational Strategy
Department for Environment Food & Rural Affairs	Whitehall Office Refurb
Scottish Government Riaghaltas na h-Alba gov.scot	
Department of Health & Social Care	
NORWICH City Council	Schools Swimming Pools
Chichester District Council	Office Sheltered Hostel
AWE	AWE Aldermaston

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Wealden District Council	Council Offices
Southampton City Council	Office Refurbishment and enhancement of Ground Source Heat
Animal & Plant Health Agency	APHA Weybridge - Various
HM Treasury	Gershon Response for Department of Health
Hackney	Town Hall Redevelopment COVID Occupation Support
Wolverhampton Metropolitan Borough Council	Green House Eco htg

10.10 Defence

United States Air Force	RAF Mildenhall Hangars and facilities inc fire suppression
dstl Delivering Mission Success	Porton Down Facility Design
Ministry of Defence	Various Woolwich New Military Hospital Fort Halstead Porton Down Code Name Site (replaced steam boilers and distribution mains while maintaining continuity of operations.) Code Name Site (close control AC with high availability continuous operation in aggressive environment.)
RAF	Boscombe Down RAF Odiham RAF Benson- Centrifuge

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ROYAL NAVY	HMS Dryad HMS Nelson St Kilda
ARMY	Bovington Camp Gibraltar Barracks
	'scalable modular data center' - Tier III standards, with a life cycle of 10 years. The first compartment of the facility "shall be a 4,400 square foot [408 sq m] space that shall accommodate 120 server racks
	Poole

10.11 Court/Police/Custody

Courts and Tribunals Judiciary	Chichester Magistrates and Crown Court
HAMPSHIRE CONSTABULARY	Southampton Operational Command Unit
HM PRISON SERVICE	HMP Maidstone - Laundry HMP Maidstone - Weald Wing HMP Maidstone - Workshop HMP Maidstone - Round House HMP Wandsworth - Laundry HMP Lewes Prison - F Wing cell refurbishment Stamford Hill - Gym Cookham Wood HMP Dorchester - cell upgrade, ventilation replacement and smoke ventilation. HMP Usk - utility upgrade HMP Precoed
Kent Police	Various Stations
	Various Stations Westminster

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DORSET POLICE	Detention Centres
HERTFORDSHIRE CONSTABULARY	New HQ Facility

10.12 Hospitality

CLARIDGE'S	Room refurbishment Royal Ball Room Replacement MEP
Hilton	Ho Chi Min City (Saigon) Hanoi
MILLENNIUM & COPTHORNE HOTELS plc	George Square, Glasgow
RÉPUBLIQUE FRANÇAISE	EuroDisney
Meaux	EuroDisney
Euro Disney	Opening Crew - Hotels Hotel Developments Disney Vacance Newport Bay - Engineering Manager Convention Centre - Exhibition and Exposition Centre 12,500 PiP Waterpark 1000 Room 2-star Hotel
Astor Court Hotel	Refurbishment/Remodel Maintenance Support
FORTE Posthouse	Refurbishment/Remodel of properties

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Disney Vacation Club	Disney Vacance Austria Switzerland
Russell Square Hotel	Operational Strategy Refurbishment Plan

10.13 Historic

National Trust	The Vygne Upark House Ightham Mote Hatchland Park Petworth House
Historic Royal Palaces	Eltham Palace Tower of London
English Heritage	Borden Wood House Eltham Palace Boxgrove Priory Dover Castle
THE CROWN ESTATE	Lancaster House Eltham Palace
THE LANGHAM ESTATE	93 Mortimer Street 21 Little Portland Street Hampden House
Foreign & Commonwealth Office	Lancaster House 1 Carlton Gardens Hanslope Park Manor House Chevening King Charles Street
THE CHURCH OF ENGLAND	Boxgrove Priory
Exeter City Council	Royal Albert Memorial Museum
Royal Albert Hall	Royal Albert Hall

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Ministry of Defence	RAF Bentley Priory RAF Hendon - Royal Air Force Officers Mess RAF Hendon – Watch Office HMS Dryad – Southwick House
Bedford Square (Private Client)	Integration of domestic water and VRF comfort cooling into a Grade II listed property.

10.14 Swimming Pools

LONDON ELECTRICITY	Swimming Pool Heat Pump Development
Weymouth & Portland Borough Council	Swimming Pool
IPSWICH FIT	Ipswich Leisure Centre (Crown Pools)
North Wiltshire District Council	Swimming Pool
Puttenham (Private Client)	Swimming Pool/Entertainment Centre/Gym
NORWICH City Council	St Augustine's Swimming Pool Eaton Park Leisure Centre
BURY ST EDMUNDS	Bury St Edmunds Swimming Pool
WATERSIDE COMMUNITY TRUST	Ryde Leisure Centre - Isle of Wight
Mill Hill (Private Client)	Swimming Pool/Entertainment Centre/Gym

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SULZER	Swimming Pools

10.15 Controls/BMS

Satchwell	GEC Satchwell From there very earliest digital systems and now as Schneider
Staefa Control System	Staefa with their technically excellent controllers allowed quick simple development of complex solutions. Merged with Landis Gyr and now Siemens
Honeywell	Honeywell were key players at Gatwick with the Delta replacing the original pneumatic systems progressively. Later used Honeywell to develop a 5000-point office system.
LANDIS & GYR	Landis and Gyr were deployed in a number of schools.
SAUTER	Sauter were deployed in a number of energy centres for hospitals.
TREND	Trend was used in its very earliest days and developed there first iteration of cost integration since then now market dominant and part of Honeywell.
Johnson Controls	Johnsons were used in a number of Universities and schools.
Experienced with developing systems using the open protocols:	
DALI+	DALI - IEC Standard 62386 Digital Addressable Lighting Interface
LonMark	LonMark - Europe (EN 14908), America (ANSI/CEA 709), and China (GB/Z 20177)

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BACNet	BACNet - ASHRAE standard 135-2016, bacnet™ -- a data communication protocol for building automation and control networks
	Niagara provides the critical, cyber-secure device connectivity and data normalization capabilities needed to acquire and unlock operational data from device-level and equipment-level silos.

10.16 Facility Management

serco	Facility Management Support Small Project Support
QinetiQ	Facility Management Support Small Project Support
Foreign & Commonwealth Office	Estate Management Facility Management (Hard and Soft)
Department for Transport	Facility Management (Hard and Soft)
west sussex county council	Facility Management Support Small Project Support Council Officer (Acting on behalf of WSCC as)
THE LANGHAM ESTATE	Facility Management Support Small Project Support COVID Occupation Support
EuroDisney	Estate Management Facility Management (Hard and Soft)
Johnson Controls	Estate Management Facility Management
TOWER HAMLETS	Estate Management Facility Management

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Norfolk County Council	Estate Management Facility Management

10.17 Manuals

atlas MAINTENANCE	Langham Estate Management 53-55 Margaret Street
serco	RARDE Fort Halstead
LandSecurities	MoD Establishments
SULZER	Various
west sussex county council	Various
THE LANGHAM ESTATE	Various

10.18 Cost Management

SULZER	Project Estimates Construction to Cost
THE LANGHAM ESTATE	Project Cost Plans Facility Management Costs Estate Management Costs
GT GARDINER &THEOBALD	Project Cost Modelling Running Cost Estate Management Costs

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Jacobs	Project Cost Plans
ARMY	Project Cost Planning End of Year Budget Management
Foreign & Commonwealth Office	Annual capital, small project, and maintenance spend Lancaster House review Manage annual budget/small projects/disposal budgets/programme
National Trust	Project Cost Planning Quinquennial reviews and budgeting

10.19 Programme/Project Management

NHS	ISTC Programme Office Gershon Report Response
EuroDisney	EuroDisney (Disneyland Paris) & Disney Vacance Managing opening construction interface Establishing small project team Establishing maintenance programme post opening
	PFI multi-site - Manage Land/facility swap
	USAF/RAF Lakenheath - design management for Lakenheath Data Centre
ARMY	Project manage spend/design profile to confined limits Tank Simulator Redevelopment/Modernisation
TOWER HAMLETS	Strategic support, design and maintenance PFI support. 96 School refurbishment and maintenance.
west sussex county council	Support Executive with programme data and advice Manage capital spend on Education programme. Annual capital, small project, and maintenance spend circa 100 education projects per year.

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Department of Health & Social Care	£25 billion Programme of circa 96 Projects. ISTC – Orthopaedics, Ophthalmology, and Oncology Establish Programme Office Dental
Foreign & Commonwealth Office	Project and Programme Management aligning • Annual capital, small project, and maintenance spend • Lancaster House review • Manage annual budget/small projects/disposal budgets/programme
Johnson Controls	Strategic planning of programme of works for University refurbishment and/or remodelling School Support AWE Aldermaston
Norfolk County Council	School refurbishment and maintenance PFI Strategic support, design and maintenance

11 Countries

Paul has designed and supported projects in the following countries:

United States of America	United Kingdom	France	Germany	Switzerland
India	Italy	Pakistan	Barbados	Kuwait
Namibia (South West Africa)	Saudi Arabia	United Arab Emirate	South Africa	Norway
Netherlands (Holland)	Sweden	Qatar	Portugal	Libya

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Curriculum Vitae - Paul Eslinger

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 Spain	 Viet Nam	 Bahrain	 Austria	 Éire

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