

Eur Ing GORDON STEWART McLEOD
BSc (Hons) CEng MIMechE FSOE FIPlantE MBIFM MCSC

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PROFESSIONAL QUALIFICATIONS:

Member of The European Federation of National Engineering Associations, October 2000 – registered “Eur Ing”
Fellow of The Society of Operations Engineers, September 2000
Member of The Institution of Mechanical Engineers, April 2000 – registered “CEng”
Fellow of The Institution of Plant Engineers, December 1997
Member of The Central Sterilising Club, November 1997
Member of The British Institute of Facilities Management, May 1997

PROFESSIONAL CAREER HISTORY:

Care Quality Commission; August, 2014 – Present

Specialist Advisor – Regulation 15, Property and Equipment

- Contracted as a Specialist Advisor to the C.Q.C. on an ad-hoc basis for the inspection and input into the C.Q.C.’s regulatory inspection and investigation activity, ensuring the advice to the C.Q.C. and judgements are informed by up-to-date and credible professional knowledge and experience;
- Through reporting – verbal or written, provide robust, objective and professional communication;
- Observe the highest standards of impartiality, integrity and objectivity in relation to advice and activities that are undertaken on behalf of the C.Q.C. at provider organisations site(s);
- Adopt an approach of openness and transparency in all business activities and in the provision of advice undertaken on the C.Q.C.’s behalf and/or given to the provider organisation(s);
- Ensure all work carried out is within the scope of that required and relevant C.Q.C. policies, guidance and procedures are adhered to;
- Maintain the confidentiality of information that is accessed in the course of work undertaken for the C.Q.C.

Sandwell and West Birmingham Hospitals NHS Trust; February, 2014 – December, 2014

Interim Head of Estates (Fixed Term - 6 Months; Extended)

- Working with the Trust Chief Executive/other Directors – Estates and Finance in assisting to produce their Schedule 14 (Output Specification) – Service Level Agreements/Key Performance Indicators and Schedule 18 (Payment Mechanism), for all services in respect to their newly proposed PFI 2, £375-£400 million - Midland Metropolitan Hospital, ensuring that the space, energy usage/utilisation and functional suitability of the M.M.H. will be built to the most optimal level, giving value for money and being fit for purpose;
- Assisting and supporting the Director/Deputy Director of Estates and Facilities in the day to day involvement in all matters concerning the future procurement and development of the New Acute Hospital (M.M.H.);
- Develop finance and maintain strong links with Trust Directors and Senior Managers, Department of Health advisors and other external agencies – M.M.H. Trust Lawyers (Pinsent Masons)/project technical advisors (Deloitte’s), in order to facilitate communication, good working relationships and efficient flow of information;
- In order to reduce risk from additional charges, assisting the Trust to review, audit, monitor and manage arrangements for the delivery of a safe, efficient and effective Project/Estates Management Service of all the Project/Services provided for the Trust’s existing £34 million PFI Birmingham Treatment Centre on their existing City Hospital site using a unitary charge of circa £369k/month;
- Ensuring compliance with all Estates legal/statutory requirements, relevant technical standards/guidance, H.T.M.’s, specifications, policy, best practice and guidance, through providing expert advice, knowledge and experience for non-clinical support services issues in order to ensure value for money and contribute to the successful business activities, Estates strategies, policies, planning processes and general management consistent with that of the Trust.

Robertson Facilities Management; March, 2013 – Sept, 2013

Contracts Manager (P.F.I. Fixed Term)

- Take the lead role in the development/implementation of the Estates/Facilities, Service/Workforce strategies (Strategic Plan/Estates/Buildings/Facilities/) and the policies in respect to there investment/implementation;

- Manage the delivery of the total Estates and FM services of this new £38 million Hospital P.F.I. project, taking responsibility for compliance, performance, human resource management, quality and profitability;
- Develop site specific policies and operational procedures which align with the companies value framework and match the requirements of the client NHS Trust, providing integrated, high quality customer services;
- Liaise with all client representatives (Estates, Facilities, Clinical and Operational), ensuring positive and constructive relationships based on long term strategic partnership;
- Manage and develop staff (both TUPE transfer and new recruits), ensuring effective training strategies, high retention levels and a positive employment culture;
- Monitor the performance of the contract and provide formal monthly reports to the client NHS Trust and the Regional Manager which confirms compliance with the requirements of the contract K.P.I.'s/S.L.A.'s and identifying any issues for discussion, future workload requirements, risks and/or opportunities;
- Practice risk management, establishing effective controls, procedures, health/safety systems and audits which ensure that services are compliant with statutory/mandatory legislation and that any emergency contingency plans are in place;
- Actively undertake Energy/Utilities Management, conservation of resources, reporting of energy performance and integrating this work with good NHS practice;
- Work flexibly within the wider RFM team undertaking any other duties which contribute to growth and profitability;
- Effectively manage the P.F.I. contract budget in order to achieve site profit margin for a contract value in excess of approximately £6.00M/annum.

County Durham & Darlington NHS Foundation Trust; January, 2013 – March, 2013
Interim Assistant Director – Estates & Facilities (Fixed Term)

- Professional, organisational/managerial Head of the Estates/Facilities function, taking the lead role in the development/implementation of the Estates/Facilities, Service/Workforce strategies and policies;
- Provide a suitable, safe and compliant environment/infrastructure in which to deliver Healthcare in conjunction with other disciplines of both ours/all other directorates throughout the Trust;
- Identify Estates/Facilities risks to ensure that all relevant risks are actively managed in accordance with the Trusts risk management Strategy and constantly overseeing/review all relevant standards – statutory/mandatory obligations and national NHS directives, ensuring full compliance taking account of any new technologies;
- Negotiate and implement appropriate Service Level Agreements and formal contracts for third party organisations, ensuring that service standards and financial profitability are achieved whilst minimising risk;
- Manage and oversee the Capital project programme, F.M.R.'s and energy/utility usage across the Trust;
- Responsibility for the management of approximately 55, through senior managers, professional and technical specialists, supervisory, clerical and operational staffs; and
- Responsible for the several budgets within the directorate with resources of approximately:

(1) Maintenance/Energy/Utilities/P.F.I./Leases - £18.00M; (2) Capital/Minor Works - £5.0M; and (3) Personnel Management - £2.00M.

Mid Essex Hospital Services NHS Trust; October, 2011 – October, 2012
Interim Head of Estates and Capital Projects (Fixed Term):

Professionally responsible for the strategic/policy/finance/operational management/maintenance of the Trust's Estate, providing technical support to the Trust's Executive Director's/National and Local Authorities/Agencies/DoH and deputising for the Commercial Director as required for all Estates/Property/Facilities solutions through:

- Strategically leading and professional management of the Trust's estate/property to ensure compliance with Statutory Instruments/obligations and Property Law, by providing the Estates Strategy/Territor/Property records/Title deeds/Leases/Licences, negotiating with the District valuer and liaising with the Local Authority, in order the Trust's Estates Strategy/production of one, five and ten year business plans for the Estate as a whole are met in full for the Trust's future development;
- Commercial/Operational management of the Trust's Estates to ensure the safe/efficient/maintenance of land/buildings/associated plant/equipment/assets and utilities/energy sustainability measures and the provision to DoH/NHS/HTM/HBN/statutory/legal guidance standards is met, through Estates service planning/quality control/monitoring, review of systems, P.P.M./revenue planning, purchasing/procurement;
- Implementation/Execution and management of the Trust's capital scheme programmes, specifications, designs and tenders of redevelopment/refurbishment projects and major upgrade schemes, through policies and procedures to comply with H&S/Statutory Legislation/DoH guidance/codes of practice/Trust's standing orders, to ensure efficient and expedient completion of all hard and soft services schemes are within budget costs/quality parameters, thus optimising asset management, lifecycle planning and allocation of resources;
- Personnel management of the Estate/Capital staff appraisal process/line management skills matrix and succession planning, utilisation/optimum and efficient use of staff resources, discipline/sickness monitoring,

recruitment/training and development, to ensure professional continuity of service/cover is fulfilled efficiently/effectively and staff are kept abreast of changes in legislation across the Trust's Estate; and

- Physically preparing the financial budgets for Board/Director management approval and delivering the same within the allocated year - 2012/2013 (excluding P.F.I. unitary charges-£1.48M/month), resources of approx:

(1) Maintenance/Utilities - £4.26M; (2) Capital/Minor Works - £7.00M; and Personnel Management - £1.25M.

Carillion (AMBS) and I.S.S. (Integrated Solutions): July, 2007 – March, 2010

Lead Technical Services Manager (Electronic Data Systems Account):

Accountable to the National Operations and Development Manager for:

- Managing and leading a senior team of 5 T.S.M.'s geographically spread throughout 56 U.K. E.D.S. Account - (Data Centres/Computerised Offices) business sites - comprising 174,000m² floor space, to ensure best practice, harmonisation/integration across the teams was achieved for the client's operational/strategic needs of Estates, Property, Facilities, Hard and Soft Building Services maintenance management;
- Ensuring the budgetary control of projects, through a common aim/objective of Capital & Revenue - £10.5 million, producing reports on the progress of projects and liaising with the client's representative from inception to completion using the seven principal phases of:-
(1) Statement of Need and/or Investment Appraisal Approval; (2) Estimated Budget Costs Approval;
(3) Design Brief, Project Execution Plan or Project Management Plan and Production Documents Approval;
(4) Tender Selection and Contractor Approval; (5) Construction and Completion in principle Approval;
(6) Commissioning and Final Completion Approval; and (7) Evaluation of the Project.;
- The management of staff resources through the P.D.P. – personal development plan, disciplinary and grievance procedures;
- The operational, business and resource application planning in order the S.L.A.'s/K.P.I.'s, throughout this large and complex account were in compliance, achieved and were measured on a monthly basis across each region;
- Compliance with the highest and consistent standards of operations, health and safety and statutory/mandatory regulations, so they were applied at all locations through the management of all buildings, services, facilities, P.P.M., and project appraising, costing, development, execution to there handover was implemented and achieved, thus managing the effective and efficient use of the clients assets;
- Monitoring the performance of contractors as National Contract Owner for the account in order to ensure the development of innovation and consistent best practice standards could be achieved, were practiced across the account and business as a whole giving value for money, benefiting the client, F.M.R. planning, fit for purpose asset management, stock condition control and energy management; and
- Producing the strategic Capital/Revenue plan – 2010 at £23.2m/£9.9m respectively, F.M.R.'s and other monthly reporting/client meetings.

Carillion Services plc; September, 1996 – July, 2007

Technical Services Officer (Prime Contract – M.O.D. Account):

- Overseeing the effective and timely delivery of New Works, P.P.M. and reactive works;
- Monitoring contractors, ESCM/DSP's, supply chain performance, service delivery, quality, safe working on site and assessment of interim payments and budgetary control throughout;
- Planning and liaising with users/clients/customers/project/site managers for capital new works/maintenance activities and cyclic inspections carried out by specialists to a programme, monitoring and reporting outcomes;
- Reporting and providing professional advice/support where required and carrying out audits on completed and in-progress works to monitor quality and performance of contractors;
- Assisting to benchmark to ensure service delivery was effective/efficient; and
- Maintaining/examining records to ensure safe systems of work/documentation is being adhered to and all necessary work has been undertaken/completed to all specifications/drawings/work descriptions for adherence to company/client health and safety procedures.

Lead Deputy Establishment Works Consultant: To ensure the management and delivery of the six packages of the M.O.D. specification, through a professional/technical multi-disciplinary staff team for Catterick Garrison, it's 180 bed Hospital through H.T.M.'s/H.B.N.'s/statutory instruments and the Defence Housing Executive - circa 2,200 houses, cost effectively/efficiently for the 05/06 in year spend/floor space of circa £15M/500,000m²:-

1. Policy, Planning and Budgetary Matters.
2. Support, Monitoring and Auditing.
3. Inspections – Professional and Independent (Statutory and Mandatory).
4. Health and Safety Management – C.D.M./Safe Systems of work.
5. Quality Assurance.
6. Professional Support to the Property manager – Preparing Estate Development Plans; Undertaking in depth Option Studies and Investment Appraisals; and Giving advice at meeting's to the M.O.D. on P.F.I./Major Projects/Progress/Handover Documentation.

In executing and managing the above, I was able to:

- Develop and review the maintenance policy/plans using information gained from building/other cyclic facility/estates/infrastructure/engineering inspections carried out by specialists to a programme and monitor/report via sub-contractor performance reports the refurbishments, new builds and replacement of engineering works that were being targeted;
- Procure specialist contracts, suppliers, external consultants, statutory and mandatory insurance inspections covering all facets of construction/building/facility services, including Design and Plan/H & S activities, with the auditing, monitoring, and reporting throughout;
- Plan the delivery of our services, through quality systems and line management of establishment staff, so the team was motivated/informed of objectives/policy decisions and they worked effectively/efficiently across all relationship levels, to ensure that best value principles and value for money was achieved for our client;
- Provide outline briefs, investment appraisals/option studies, one/three/ten year plans of costs/categorised F.M.R. programmes, project scheme proposals for larger works and advice on policies, resources, energy use, space utilisation and building use;
- Ensure the database for assets/inventories and planning for building renewals/refurbishments/equipment/plant renewals were targeted so the most stringent/cost effective control/high quality of our services was achieved; and
- Fulfil the role of the EWC, whenever holidays, sickness or other absence occurred.

Leeds C.M.H. Services Teaching NHS Trust; January, 1992 – January, 1996
Community Facilities/Estates Officer:

- Provide the delivery of an operational maintenance service for all buildings, engineering plant/ equipment and grounds/gardens to 60 premises of a total floor area in excess of 89,000m², on 250 acres, through procedures of W.I.M.S., P.P.M, breakdown repair, and emergency“on-call” by utilising the in-house/ contractor labour force with a yearly (1995/96) non-pay revenue budget of £1.80m, to ensure a high quality, cost effective maintenance service for all premises was achieved and maintaining the monitoring and recording of energy consumption;
- Ensure that modifications and adjustments in the execution of capital/minor works programmes (set for 1995/96 at circa £2.2 - £2.5 million), were carried out within time, financial constraints, statutory regulations and all technical requirements to ensure value for money was achieved for the Health Authority;
- Make certain all aspects of Estates/Facilities manpower, recruitment, selection, training, development, Health and Safety, discipline and welfare of over 30 staff were achieved in adherence with all policies and procedures;
- Ensure the Unit complied with all Estates/Facilities related statutory instruments and regulations, department guidance (i.e. Hazard/Safety Action Bulletins) and Health Technical Memoranda, in relation to the smooth, effective and efficient running of the department; and
- Assisting to formulate the Estates/Facilities programmes and revenue budgets (set for 1995/96 at £6.5 million).

Northern Electric plc; May, 1990 – July, 1991
Project Manager/Chief Engineer:

- Budgetary, management/supervisory control of projects, through ensuring all plant/equipment/other materials were delivered on time and work was carried out in accordance with our in-house specification/ design/estimating section, or via private consultants;
- Awarding contracts to sub-contractors, controlling these project accounts for our clients and payments to others – values £10-£500k, for new installations, upgradings or refurbishments. This work being carried out in/on hotels, nursing homes, offices, commercial premises and local authority/hospital buildings; and
- Ensure via in-house Site Engineers, Sub-contract staff and others –staff of between 5 and 50, that the projects were completed in accordance with the budgets, specifications, programmes, production documents and drawings, in liaison with the client, user, project architect, consultants and/or main and sub-contractors.

Northern Regional Health Authority; August, 1981 – May, 1990
Senior Site Engineer:

- Completing reports on the progress of projects in order to monitor the budgetary control of schemes and highlight any major problems. Actively train college/university students/trainee engineers in project management and site budgetary control of schemes including design and tendering procedures.

The schemes I was responsible for and involved with as a team included:

North Tyneside D.G.H. (£4.0m Mech/Elec; £21.0m overall);
Queen Elizabeth Hospital Phases (£3.3m Mech/Elec; £12.3m overall);
Blyth Community Hosp/HC (£1.5m Mech/Elec; £6.5m overall); and
South Tyneside D.G.H. (£5.0m Mech/Elec; £15.0m overall).

Newcastle Health Authority (Teaching) - Unit Engineer (Capital/Minor Works; May, 1978 – August, 1981

Cleveland Health Authority - Assistant Hospital Engineer; January, 1977 – May, 1978

North Tyneside Health Authority - Mechanical Engineering Craftsman (Grade 5); March, 1972 – January, 1977

Swan Hunter and Wigham Richardson - Apprentice/Fitter; August, 1967 – January, 1972

ACADEMIC EDUCATION/QUALIFICATIONS:

E.C.D.L. Part 1 (Modules 1, 2 & 7) – Pass, 2006;

B.Sc. Hons (Technology) – 2:2, 1996;

B. Tec National Certificate (Computer Studies) – Merit, 1988;

City & Guilds in Quality Control – Pass, 1982;

H.N.C. in Mechanical Engineering – Credit, 1982;

Diploma in Maintenance Management (Equivalent to H.N.D.) – Pass, 1981;

City & Guilds Full Technological Certificate (Plant Maintenance/Works Services) – Pass, 1977;

City & Guilds in Mechanical Engineering Craft Practice – Credit, 1971.

OTHER TRAINING/SEMINARS:

L8 Legionella Update Course;

Personal Development Plan Training Seminar;

Sustainability Management Workshop Seminar;

I.O.S.H. Managing Safely Course;

Construction Project H & S Management Course;

HTM 2022/SRP 09 Competent Person Course;

People Management Excellence (SMART) Course;

Energy Management Seminar;

Fraud Awareness in Construction Course;

Disabled Discrimination Act Seminar;

I.O.S.H. Supervising Safely Course;

P.P.M./Works Information Systems Seminar;

Estate Development and Planning Course.