

CURRICULUM VITAE



W. Mark Holden BSc, MRICS, MCI Arb

Career Overview

Since launching Invigour with Jim Beeston in 2001, Mark Holden has worked with some of the UK's leading companies, helping them to realise value and improve performance through their Property and Construction activities.

Invigour has played a leading role in regeneration and project creation in the West Midlands, working with two Housing Market Renewal pathfinders; advising on the restoration of Birmingham Town Hall and helping the Midlands Arts Centre to scope up and fund a prospective £18 Million capital project.

Prior to launching Invigour Mark was Board member for Innovation at E C Harris, a 1500 strong international Capital Project and Facilities Consultancy.



Consultancy Commissions

2000/2005

Urban Living — Birmingham & Sandwell Pathfinder for Housing Market Renewal

Development of a Procurement Strategy Framework

Leading the development of a Procurement Strategy Framework for the £ 4 Billion 15 year Housing Market Renewal programme.

Benefits delivered: Clear Framework for submission to ODPM and the Audit Commission as a basis to develop Procurement Strategy and delivery plans for individual phases of the programme.

Local Authority Housing Stock Transfer

Programme Management of a complex Stock Transfer transaction

Programme and Risk management to integrate the various activities to achieve a successful Stock transfer from a major Local Authority to an RSL, including the feasibility of creating a new Development Company to generate value from land surplus to requirements.

Benefits delivered: Facilitation of a much needed and difficult stock transfer to the advantage of all parties.

Birmingham Town Hall

Independent Client Adviser and Interim Project Manager for the restoration of the Grade 1 Listed Town Hall as a performance and community venue.

Acting as Interim Project Manager to guide this £ 30 Million plus scheme with its many complexities through a pre possession phase and into a negotiated building contract under a partnering arrangement. The scheme involves multiple funders including Birmingham City Council, Heritage Lottery Fund and ERDF. Bringing together the work on funding, Business case, formation of a charitable trust and the building contract to restore this significant landmark and return it to use as a modern and sustainable performance and community venue of international standing.

Benefits delivered: Getting a difficult and complex project into contract on a firm and robust basis.

National Exhibition Centre (NEC)

Independent Client Adviser for Piazza redevelopment project

Advising in connection with contract strategy and design team appointments for this multi million pound project to be delivered to extremely tight deadlines.

Benefits delivered: Appropriate contract selection and co — ordinated consultancy appointments for the scheme.

MOD — Central Prime

Project creator role for the provision of new/improved facilities

Working with a major tendering Contractor to develop, scope up and assemble a team for a value added proposition to support their bid for a major FM and Maintenance outsourcing contract with the MOD.

Benefits delivered: An innovative value added proposition to support this major bid.

Midlands Arts Centre re - development

Project creator role for the provision of new/improved facilities

Spearheading the drive to obtain public sector funding from various sources to enable an £ 18 million re- development of Arts Centre facilities in the West Midlands. Leadership of integrated client/consultant team to develop business case and brief, undertake feasibility and option studies. Role includes management of overall programme including OJEC procurement process and risk/value management.

Benefits delivered: Deliverable scheme that best matches aspirations and needs against available funding.

North Staffordshire HMR Pathfinder

Project Management to enable prospectus to be submitted to ODPM

Leadership and Direction of multi disciplinary design team to deliver prospectus for the renewal of the housing market in North Staffordshire.

Benefits delivered: Robust prospectus making to case for significant public sector investment in the conurbation.

Footsie 100 Utility Company

Facilitation of workshop to explore procurement initiatives in the reclamation of contaminated land as a business improvement initiative

Benefits delivered: Unanimous agreement that promulgated initiative was unlikely to deliver tangible benefits thus preventing the business from going down a blind alley with abortive effort and costs. Opened up alternative avenues of potential improvement to be pursued.

Health Sector Developer and Service Provider

Chairmanship and facilitation of client/supplier workshop to launch new collaborative IT portal

Benefits delivered: Buy — in from client team and suppliers to the use of new IT portal designed to improve communication and promote greater knowledge sharing.

Property Service Provider to Footsie 100 Telecommunications Company

Organisational re — structuring to respond to changing customer demands

Advising on potential operational models to match resources to foreseeable workload and deliver shareholder return.

Benefits delivered: Operational model reflecting changing workload and volumes

Top Ten Mutual Life Insurer

Investigation into Outsourcing benefits for the Property Portfolio Management function

Analysis of value and cost drivers and consideration of how various outsourcing options ranging from consultancy support through to full outsourcing could create a value case for the business

Benefits delivered: Clear business case and rationale for moving forward based upon hard market evidence

Leading City Fund Management Institution

Workplace Review to examine potential for space saving and improving team environment

Analysis of existing work styles and creation of new work settings to improve collaborative working whilst achieving a significant reduction in space occupied

Benefits Delivered: A 27 % saving in space and a workspace supportive of collaborative team working

Global Fointsie 100 drinks and confectionery manufacturer

Identification of hard performance measures for the global Property function

Alignment of activities of Property function to the strategic goals of the business so as to demonstrate value creation and develop hard performance measures.

Benefits Delivered: Identification of value drivers together with performance measures against which to build future strategies

Footsie 100 High Street Retailer

Store refit and construction procurement review

Invigour conducted market research into Partnering and facilitated workshops to develop supplier framework model. Assisted with drafting of Framework Agreement underpinned by the PPC2000 contract. Reviewed project delivery processes and roles and responsibilities; developed key performance indicators and communications plan to aid change management.

Benefits Delivered: A 10 % reduction in capital spend year one as part of a 3 year cost reduction programme

Footsie 100 Global Telecommunications provider

Strategic Review of Construction procurement

As part of a five person strategic review team Mark Holden advised on the development of a new supplier model; the adoption of key performance indicators to manage and drive performance; the review of delivery processes and roles and responsibilities and the development of products and components. He later facilitated workshops on Vision and Values for the newly constituted framework team.

Benefits Delivered: Led to reduced costs and enabled an accelerated disposal programme to be achieved, generating value in excess of £ 500 M.

Previous Career Details

E C Harris. Capital Project & Facilities Consultants (1982 — 2000)

Board member with responsibility for Innovation and Service Development

At Board level, Mark was responsible for introducing new ideas and initiatives including:

- An HR competency framework based around behaviours and technical competencies, linked to personal development programmes
- Service development and delivery processes which reduced the cost of service provision whilst improving quality and consistency across a global network of offices
- Systems to support knowledge management and innovation within the Group
- Key performance indicators to drive and measure business and individual performance against balanced scorecards

During his twenty year career with E C Harris Mark held the positions of Joint Managing Partner and Regional Managing Partner for North UK. He led the firm s involvement in capital projects for clients totalling in excess of £ 500 M.

Notable among these were:

Birmingham Hippodrome Redevelopment (£ 20 Million)

Offices Colmore Row for MEPC (£ 30 Million)

National Distribution Centre for BT (£ 25 Million)

Fit Outs for BT Brindley place and Eversheds (£ 6 Million and £ 4 Million)

PowerGen HQ Coventry (£ 15 Million)

Chiswell Street Brewery and Old Street redevelopments for Helical Bar plc (£ 15 Million and £ 27 Million)

Mark is a Chartered Surveyor and Board member of the RICS Management Consultancy Faculty. He is also a member of the Chartered Institute of Arbitrators and holds the Common Professional Examination in Law. He is a former Chairman of the RICS Junior Organisation and Chaired the Development sub committee of St Basils Housing Association from 1997 —99.