

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, advising on the deliverability of a new Library for Birmingham; the restoration of Birmingham Town Hall and Aston Hall; helping the Midlands Arts Centre to scope up and fund a major re-development project; advising in connection with the re-development of Pebble Mill and working with two Housing Market Renewal pathfinders.

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



Consultancy Commissions

2000/2009

Pebble Mill Redevelopment

Appointed in a development co-ordination role by Calthorpe Estates to help bring this 22 acre site forward for redevelopment as a 36,500 m2 science and technology park.

Role includes advice on the selection and direction of master planning team, liaison with client's Planning consultants and support to client in negotiations with prospective occupiers.

Benefits delivered: Support to client's Development Director and management of master planning process within which individual occupier enquiries can be progressed.

Aston Hall & Park

Project Manager for this multi faceted project involving conservation and restoration works to the main Jacobean House and Stables range; works to the surrounding listed Park and Historic Gardens and the introduction of new sports pitches and pavilion within the grounds of the Park.

Appointed to progress this multi funded £ 12.5 Million project under a City Council partnering arrangement. Funding Partners include Heritage Lottery Fund, Aston Pride New Deal for Communities and Birmingham City Council.

Benefits delivered: Preserving an important cultural heritage asset for future generations whilst opening up the venue to the Community through improved facilities and the introduction of much needed sports facilities.

Mixed Use Redevelopment, Birmingham

Independent Client Advisor to Fordgate Plc in connection with the demolition and redevelopment of a major Office scheme in central Birmingham.

Role includes input to the selection and appointment of Consultants; advice in connection with innovative procurement strategy and commercial overview on costing, programme and funding.

Benefits delivered: Experienced support to client on critical aspects of the project.

New Library of Birmingham

Independent Adviser to Birmingham City Council in connection with the provision of new Library facilities.

Appointed to give independent advice to assist and inform a Cabinet decision regarding the provision of new Central Library facilities for Birmingham. Our report addressed a number of crucial questions arising from a City Council Scrutiny process encompassing capital and revenue costs; scope for external funding; regenerative potential; and the degree to which user needs were met by short listed options. Our work included a review of the process by which options were generated and short listed leading to a preferred option.

Benefits delivered: Enabling the City Council to reach a decision of key importance to the future of the City and the people who will use the services provided by the new Library.

Lichfield City Council – Darwin Hall Community project

Project Creation for the development of a facility to serve a new residential and business community in Lichfield .

Working with Lichfield City Council to scope up a new £ 1 Million community facility. Our role includes assisting in negotiations with the District Council regarding section 106 contributions and advising on other sources of funding; Business Planning including assessment of demand; advice in connection with Planning issues; development of the client brief and selection and appointment of a design team.

Benefits delivered: Helping to turn an opportunity into a deliverable project meeting the needs of various stakeholders.

Birmingham Town Hall

Independent Client Adviser and Project Manager for the restoration of the Grade 1 Listed Town Hall as a performance and community venue to be operated by Birmingham Symphony Hall.

Appointed initially to guide this £ 35 Million plus scheme with its many complexities through a pre possession phase and into a negotiated building contract under a partnering arrangement. Subsequently appointed to see the project through to completion. The scheme involves multiple funders including Birmingham City Council, Heritage Lottery Fund and ERDF. Invigour helped to bring together 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 and keeping it on programme and within budget whilst delivering a building of the highest quality and reconciling inevitable tensions between creating a modern performance venue and conserving a Grade 1 Listed building. Re-opened 04 October 2007 on time and within budget.

Arena and Contour Housing Associations

Consultancy advice in connection with the introduction of Partnering Framework Agreements and selection of Contractors and Multi – Disciplinary Design Teams

Invigour worked with Arena and Contour to develop a process methodology and selection criteria to establish Partnering Frameworks with Contractors and Multi – Disciplinary Design Teams. Invigour acted in an independent capacity to evaluate proposals against the selection criteria developed.

Benefits delivered: Partnering relationships on a sound commercial footing designed to improve project delivery and procurement efficiencies

University of Central England

Independent Client Adviser to UCE in connection with Phase 2 of a new training facility

Invigour was engaged by UCE to conduct a review (health check) on the second phase of a £ 20 Million construction project. The review involved an assessment of programme issues including some complex interface issues with parts of the campus that remain occupied and operational during the construction works. The review also encompassed roles and responsibilities of the design team, project controls and information exchange, risk assessment and the programming of activities needed to enable phase 2 to proceed on a robust basis.

Benefits delivered: Confirmation that second phase is in a good state of readiness to proceed

Urban Living – Birmingham & Sandwell Pathfinder for Housing Market Renewal

Programme Management & Critical Path support

Working with the Director of the HMR pathfinder to plan, engage and manage resources for the delivery of a Scheme Update to ODPM to secure the next tranche of funding for the programme. This involved working with teams from two local authorities, the Pathfinder core team and external consultants to deliver to a demanding timetable to meet ODPM and Audit Commission requirements.

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.

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.

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.

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 a £ 12 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 included 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.

Leading City Fund Management Institution**Independent Client Adviser in connection with prospective re – modelling of Corporate HQ**

Advising in connection with a strategic review and feasibility study for re – modelling a Corporate HQ building in the City of London including the selection and appointment of multi disciplinary design team and project manager and membership of client steering team

Benefits Delivered: Selection of an appropriate procurement strategy and the right team against a clear brief with co – ordinated roles and responsibilities

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.

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.

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.

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

Global Footsie 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

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

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.

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)

Star City Retail development for Richardsons (£30 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 Board and RICS Management Consultancy Faculty Board. 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.