

## To whom it may concern

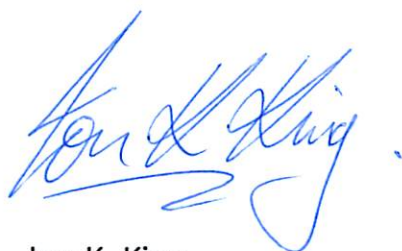
I am pleased to be able to write an unreserved reference in respect of the services and support provided by Mr. Martin Goodyer to myself and my Directorate Management Team, when I was the Director of Estates and Facilities Management (EFM) at Oxford Brookes University.

By way of some background it is essential to record that Oxford Brookes University was, and still is, a leading “new” University with, at that time, some 18,000 students, 3500 staff and over 300,000 square metres of buildings spread across three different campuses. Part of my role was to transform the physical built environment and to that end, I developed the University’s Estate Master Plan.

Once this Master Plan had been adopted by the university it was down to my Directorate to deliver the overall £200million new build programme. With such an enormous programme of works before us I wanted the “culture” of my Directorate to be that of a “can do” nature, working in partnership with each other, our customers and of course with our multitude of different suppliers. In reality this meant, with a total EFM staff headcount in excess of 400, a major programme of staff engagement in the process of change.

After a selection process I invited Martin Goodyer to join me in supporting my Management Team to enable them to develop and deliver their full capability. Martin achieved this by a variety of different techniques e.g. Individual coaching, team coaching, business process review and enquiry led analysis etc. As a result of these initiatives, Estates and Facilities Management delivered truly outstanding results.

I can say that Martin is a very enthusiastic motivator and he has a wonderful knack of bringing even the most difficult of characters on side. He is a first class consultant and he regularly communicated with all those around him and especially with myself as the then Director. As a result of his contribution to Oxford Brookes and EFM, I have no hesitation in commending his services.



Ian K. King.