

Michael Ward

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PROFILE

Long term experience in senior leadership roles in regeneration and economic development at local, national and regional levels.

Extensive experience working with private sector

Established skills in strategy development and policy formulation with a strong analytical background.

Good knowledge of central government, and experience of working in a politically charged environment

Strong communication skills; extensive media experience.

Highly experienced in using strong networking skills to build consensus with internal and external stakeholders across public and private sectors.

Key areas of expertise include:

- Developing strategy and delivering strategic objectives
- Building effective partnerships
- Shaping and managing a significant public agency in a complex environment
- Leading a local regeneration partnership to deliver results

CAREER SYNOPSIS

The Smith Institute

June 2010-

Research Fellow

Undertaking commissioned research for this think tank, including:

- “Rebalancing the Economy: prospects for the North” – study published March 2011.
- Published study on anti-poverty policies, for the Smith Institute and the Webb Memorial Trust autumn 2011.
- Currently working on study of future of public services in the North of England, and on housing policy in LB Southwark

Michael Ward Consulting Ltd

Nov 2009 –

Consultant

Research and consultancy in regeneration, economic development and public policy
Associate with JVM Consultants

British Urban Regeneration Association

May 2008 – October 2009

Chief Executive Officer

Appointed by the BURA Board to lead the renewal of this major regeneration organisation, bringing together public, private and voluntary and community sectors, working with the business community, local and central government and regional development agencies.

MICHAEL WARD (2)

Responsibilities and achievements:

- Built Board and stakeholder consensus around new statement of mission and vision;
- Carried through major change management process, halving headcount from 20 to 10;
- Identified major balance sheet weaknesses in inherited position; devised and implemented recovery plan;
- Developed new service of Peer Reviews for local regeneration strategies;
- Reorganised governance, creating new smaller Board and Council

Kent Thameside Delivery Board
Chief Executive Officer

January 2006- April 2008

Accountable to Board for the leadership and development of a public private partnership in the Thames Gateway, responsible for delivering one of Britain's largest housing and urban regeneration projects (30,000 homes and 50,000 jobs).

The Board had twelve staff and an administrative budget of £800k. Project expenditure is accounted for separately.

Responsibilities and achievements:

- Negotiated agreement between Central and Local Government and private sector to **unblock infrastructure problems** that had stalled development for two years;
- Developed **infrastructure tariff** to fund programme of transport improvements;
- Commissioned major research study on **skills and higher education**, subsequently working with partners to develop a higher education institution;
- Worked with DCLG to ensure recognition of Ebbsfleet as one of the **four key economic drivers** for Thames Gateway in the Thames Gateway Interim Plan and then the Thames Gateway Delivery Plan;
- **Managed staff team**, including responsibility for introduction of new rapid transit service, open space and countryside projects, and employment;
- **Managed stakeholder relationships**, building credibility with local authorities, government and business.

London Development Agency
Chief Executive Officer

2000-2004

Led the newly established agency's executive team in strategy development and programme delivery.

Accountable to the Board of the LDA and to the Mayor of London for the establishment, strategy, and operations of the agency, which had an annual budget of £300 million, and a staff of 250.

Responsibilities and achievements:

- Personal leadership of drafting of first **London Regional Economic Strategy**;
- Managing a broad range of **stakeholder relationships**, including business, local government, and voluntary and community sector
- Establishment of LDA **management structure** and Senior Management Team; review and reorganisation after three years to respond to changing circumstances;
- Integration of **staff** teams inherited from predecessor organisations;
- Working with LDA Board to establish **governance** structure for Agency;

MICHAEL WARD (3)

- Securing LDA Board commitment to London's **Olympic Bid**. Led master-planning and the land acquisition programme and ensured compatibility with other LDA priorities;
- Integrating previously separate regeneration programmes into **single budget**;
- **Building partnerships** with London Higher Education Consortium, leading to extensive cooperative working, in particular on international marketing of London universities.
- Leading the Agency's **communications** with media, government, and community.
- Serving as **lead Chief Executive** on behalf of the nine English Regional Development Agencies (RDAs) for 6 months in 2002, leading the RDA relationship with Government.
- Worked on negotiation of **RDA tasking framework**.

Centre for Local Economic Strategies (CLES)

1987-2000

CLES is a national policy, strategy and consultancy organisation based in Manchester. It works across a broad range of regeneration, economic and social policy issues, including regional policy, welfare to work, urban policy, social exclusion, community regeneration and Europe. CLES is a successful social enterprise, using commercial activities to support its public purposes.

Director

Accountable to the Trustees for management of organisation and financial management, with a turnover of c.£600k per annum and 15 staff.

- Worked with local authorities across the UK on the development of local economic development and regeneration strategies;
- Through research programmes and publications, contributed to the development of Government policy on RDAs, New Deal, and urban policy;
- Worked with a network of local authorities to provide support and capacity building in economic development;
- Worked with Development Trusts Association to develop public policy strategy for community regeneration, including asset- based agencies;
- Wrote and published the study "Rethinking Urban Policy; city strategies for the global economy" (1994); presented it at OECD conference in Melbourne, Australia;
- Sponsored and led the "Green Links" research project, on developing improved transport and economic links across the North of England;
- Worked with European Commission and local authorities in other European countries on the development of European networking programmes.

Freelance Consultant/Researcher in Economic Development

1986-1987

- Commissioned by Basildon Council to write an economic strategy for the area.

Greater London Council

1981-1986

Chair, Industry and Employment Committee (1981-86); Deputy Leader (1985-86)

- Established Greater London Enterprise as a prototype regional investment agency.;
- Facilitated the Coin Street development in London;
- Encouraged the development of social enterprise and cooperatives.

Threshold Centre, London SW17

1978-1981

Director

- Managed innovative housing advice centres for single homeless people.

MICHAEL WARD (4)

- Chaired CHAR, the national campaign for single homeless people.

London Borough of Haringey 1976-1978

Housing Policy Officer

- Worked on Haringey's first comprehensive housing strategy.

Shelter 1974-1976
Housing Policy Officer

Coordinating Committee for the Welfare of Evacuees from Uganda 1973
Regional Adviser

Community Service Volunteers 1972-1973
Volunteer Director

PUBLIC POLICY

Extensive public policy experience, including the following appointments:

Chair, TWIN and Twin Trading Ltd, 2011-

Chair, Centre for Local Economic Strategies, 2009-

Board Member, London Pensions Fund Authority (2004-date; Deputy Chairman from August 2005)

Member, London Skills Commission (2003-4);

Member, London Housing Board (2003-4)

Member, Poverty Committee, Joseph Rowntree Foundation (2002-2006);

Member, London Employers Coalition; previously member of the DfEE's national advisory group on the New Deal (2001-04);

Member, Institute of Public Policy Research Commission

on the future of social housing (1999-2000);

Advisor, Urban Task Force (1998-99);

Member, Skills Policy Action Team - Social Exclusion Unit/DfEE (1998-99);

Specialist Advisor, House of Commons Select Committee on Education & Employment (1997-2000);

Advisor, Millan Commission on establishment of Regional Development Agencies (1995-96);

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Non-Exec Director, Greater Manchester Waste Ltd, local authority waste disposal co (1995-2000);

Member, South West Thames Regional Health Authority (1977-87);

Elected member, London Borough of Wandsworth (1974-78).

As Chair of the Policy and Performance Review Committee, produced the report "Prosperity or Slump? The future of Wandsworth's economy", laying the foundations for local economic development programme.

EDUCATION AND QUALIFICATIONS

Civil Service College - **Top Management Programme** (four week residential course), 2003-04.

Birkbeck College, University of London - **M.A.** Social and Economic History, 1978-80.

University College, Oxford - **B.A.** Philosophy, Politics and Economics (II:i), 1968-72.

Wimbledon College, London SW19 - 9'O' levels, 2'A' levels, 1'S' level, 1961-67.

PERSONAL DETAILS

Date of Birth 15.10.1949.

Two children, aged 16 and 20`.

Languages: Fluent French.

