

# Stephen Waldron BA. (Hons) BArch. MSc. ARB

## Introduction

Stephen has over 30 years experience in private, public, and charity sector design-based management and implementation. Starting as an architect in the private sector, his career has progressed from forming and running successful private-sector architectural commercial businesses, through senior public-sector housing management in a large Housing Association, running an independent consultancy, to applying the skills, experience and knowledge gained in effecting strategic, sustainable international development. He now is Director of Stephen Waldron Architects in the Brecon Beacons, S. Wales. He also runs an international development consultancy – Stephen Waldron Consult.

## Key achievements

- he gained rapid promotion within 4 years of graduation, to Divisional Director; was made responsible for opening the practice's central London office – the first architect practice to float on the USM. He managed the largest office refurb. project in London (7/8 St. James's Square) achieving the highest W. End rent at that time. The practice grew from 19 to 150 staff during his time.
- in 1987 he was asked to set up an architectural division for an established surveying practice in Maidstone. The section grew in 2 years to 20 staff, and became a major player in SE London/Kent's housing sector.
- in 1996, as Executive Director of South London Family HA (latterly Horizon Housing Group) as Director of SLD, its in-house design practice, he was charged by CEO Richard McCarthy (recently Blair's UK Regeneration 'Tsar') to turn it into one that could compete strongly in the private sector. By 2002 it had grown to the largest UK RSL in-house practice with two offices; 80%+ of income was from external (mostly RSL) clients, including over £400m estate regeneration work. He grew it from 2 professional service divisions to 9; staffing increased from 14 to 45, whilst income tripled to over £5m.
- at SLD the Lansdowne Green ERCF estate regeneration programme, S. Lambeth, which he won and managed is still seen as a flagship, best-practice project. Tenant satisfaction was 87%; voids disappeared, along with the previous drug dens; the project demonstrated that prioritising landscaping design was a key component of success.
- during his consultancy phase, principally to large RSLs, was appointed as technical project manager from inception to ballot for the new 'Choices for Grahame Park' regeneration project (then £650m: NHHT/Genesis Housing Group with Countryside Properties) in LB Barnet, a massive failing estate. A huge 79% 'yes vote' was achieved on a 68% turnout against the pundits predictions.
- in his Tropical Agricultural Development MSc (distinction) at the University for Reading in 2004-5 Waldron was awarded the Hugh Bunting Award for outstanding MSc student.
- In 2004, as Country Director (Iran) for World Relief's emergency reconstruction programme in Bam after the massive 'Boxing Day' earthquake, local homeless men were trained to build 122 framed houses in 4 months, among the very first to emerge from the ruins, and 4,000 meals/day were delivered to refugees, and all from a volunteer team of diverse unqualified Iranian youths.
- In 2006 he set up from nothing the first NGO and village for HIV-positive orphans in Uganda along with an organic, sustainable training farm on 13 acres of the site. It displays the widest range of alternative technologies anywhere in Uganda, possibly all E. Africa. Children were placed in mother-headed households, with a school, 12 months to the day of his team's arrival in country, on a previously totally overgrown, abandoned site.
- as a result of his work with Cherish he was asked by a range of E. African organisations to provide consultancy support, such as The Salvation Army International – a report on their Tanzania HQ; the innovative and radical recommendations were accepted and they are currently seeking funding

## Specialist skills

Residential design: almost every type has been covered in his career to date.

Project management of complex, multi-agency, community-based development

Options appraisals within tight budget and performance briefs

Strategic planning of sustainable community development in Developing countries

Expertise in alternative, low-cost, sustainable construction/environmental technologies including providing practical delivery proposals (incl. sketches etc) for lay-people or non-technical groups

## Employment

**Oct 2010 onwards:** Formation and establishment of Stephen Waldron Architects

**April 2010 – Oct 2010:** Sabbatical break, & self-build conversion of Welsh barns into his home

**July 2008 – April 2010:** Consultancy services in E Africa (overlap with Cherish Uganda below)  
Whilst working for Cherish Uganda, he provided a range of consultancy services in S Sudan, Tanzania and Uganda, in Executive staff coaching, business-plan assessment and development, business/financial services training, entrepreneurship, etc

**Dec 2006 – Dec 2009:** Founder, & Development Manager, Cherish Uganda (Ugandan NGO)  
responsible technical founding staff member for project establishment; overall provision of technical elements for establishing this new NGO, working in the provision of care for HIV positive, abandoned children; including master-planning; design; project management; legal negotiations; construction training; organic, sustainable farm establishment;

**Nov 2002 – Nov 2006:** Self-employed project manager in RSL sector [own consultancy]  
A range of commissions with Registered Social Landlords/Housing Associations including L&Q (largest in UK), identifying, packaging, securing and winning development opportunities; project managing large-scale regeneration schemes; writing environmental strategies; design-based appointments; temporary management of departments during recruitment; bidding for European funding.

**March – July 2004:** Country Director Iran; World Relief  
World Relief is an International Humanitarian NGO with offices in Baltimore, USA, with an annual turnover of \$53 (2008) and currently operating in 16 countries worldwide. He directed WR's emergency relief operations in Bam after the 26.12.03 earthquake incl. logistics from USA/Switzerland; managing team of Iranian volunteers, designing and construction of replacement earthquake-proof housing, providing food programme to camps; inter-agency liaison.

**May 1996 – June 2002:** Design Services Director, Horizon Housing Group, London  
Overall management role in this RSL group with 650 employees, annual turnover of £55m (2002), and 16,000 properties in its portfolio; specifically responsible for transforming the section into a multi-disciplinary design and construction-services consultancy within the Group (SLD Ltd) and to external clients (the majority)

**1993 – 96:** Managing Director, Prime Folio Architects, Maidstone, Kent  
Emerged directly out of restructuring of Faith plc; architects to a wide range of clients, mostly in residential/office sectors

**1987 – 1993:** Director, Faith plc, Maidstone, Kent  
Set up architectural division of multi-disciplinary practice; direction of this division into significant growth and of a model-making subsidiary

**1986 – 1987:** Director-designate, Raymond Hall Architects, Lewisham, London

**1980 – 86:** Divisional Director, D Y Davies plc, London  
First appointment after qualification; he rose from graduate (when only 19 staff) to divisional director (1984) opening and running Berkeley Square office, London; it became 3<sup>rd</sup> largest practice in UK (250 staff) and the first to float on the USM; mostly high-quality offices and business parks.

## Voluntary & other experience

- 2008 – 2010: established new Ugandan-registered NGO (Unity For Karamoja) in Karamoja; Board director
- 2008 – ongoing: provided micro-finance, training and support to 18 Ugandan small businesses
- 1998 – 2002: Director, HAMIA insurance mutual for 35 UK RSL in-house design practices; claims panel
- 1999 – 2005: founding trustee (latterly Chair) of C.A.R.D. – humanitarian-aid charity working in Azerbaijan
- 1996 – 1998: trustee of charity ('Buddies') for families of long-term drugs users, Kidbrooke, Greenwich
- 1986 – 1996: he instigated local church extensive social action programme, including setting up advocacy/support team for Eritrean refugees, Ferrier Estate, LB Greenwich.

## education & qualifications

- 2004-5 Masters (MSc) in Tropical Agricultural Development, University of Reading, UK; AH Bunting Award, School of Agriculture, Policy and Development (for outstanding MSc. Student)
- 1981 RIBA Part III Professional Qualification [Chartered Status]
- 1980 B.Arch. degree, Architecture, University of Manchester [RIBA pt II exemption]
- 1977 B.A. (Hons) Architecture, University of Manchester, 2:2, [RIBA pt I exemption]; (1977)
- 1966 – 1974: 10no. 'O' and 3no. 'A'-levels, Royal Grammar School, Guildford: (1966-74)
- 1981 – to date Registered architect (ARB)
- 1981 – date Chartered architect (RIBA)