

Tal Michael

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October 2025 - April 2026 Special Adviser to First Minister of Wales

Responsible for political advice to the First Minister and colleagues on Local Government, Housing and Welsh Language issues. Role included:

- liaising with Ministers, civil servants, council leaders and stakeholders such as developers, providers and campaigners to ensure long-term political priorities were being delivered through legislation and projects
- Briefed FM and Cabinet Secretaries on issues before debates, answering oral questions and media appearances
- Liaised with the Welsh Labour Party on the manifesto and liaised with civil servants, campaigners and Senedd members on potential amendments to legislation and policy announcements
- Secured cross-party support for legislation by working on amendments with civil servants and campaigners
- Supported Cabinet Minister in determining new governance arrangements for fire and rescue authorities in Wales

Sept 2024 - Sept 2025 National Association of Citizens Advice Local Leader

Seconded to national Citizens Advice charity to support various transformation projects including refreshing the standards expected of our members and how the member charities are represented and involved in decisions. Led codesign processes involving national staff, local staff and volunteers including local trustees including drafting guidance on the corporate approach, training participants on techniques, facilitating sessions and writing up recommendations.

September 2023 – Sept 2025 North Wales Housing Non-Executive Director

Board Member of a registered social landlord determined to increase the supply of good quality social housing. From October 2024 Vice-Chair, Audit & Risk Committee. Project Sponsor for implementation of new finance and housing management systems. Commended by external governance review for my contributions to meetings.

March 2015 – Sept 2025 Gwynedd Citizens Advice Chief Executive

Responsible for management of all staff and services, accountable to a Trustee Board. Achievements included:

- Introduced robust management and governance to an organisation unaware it was overspending (reserves were halved in the six months before I started). Overhauled policies and procedures, managed complaints, brought financial management in-house, replaced IT systems, secured new income for services, achieved cost reductions and rebuilt reserves; developed and implemented ambitious plans to improve office accommodation, securing grants and working with other organisations. Increased annual turnover to over £1m.
- External assessments regularly concluded leadership was excellent and surveys showed morale of volunteers and paid staff was also excellent.
- Chaired multi-agency working groups in Gwynedd on welfare reform and improving digital access. Served for 4 years as one of the two (of 19) Chief Executives in Wales on Citizens Advice's Cymru Committee.
- Established joint management team (April 2024) and full merger (July 2025) with Conwy Citizens Advice, establishing a stronger, more sustainable organisation.

2012 – 2015

Resigned in order to contest the Police & Crime Commissioner election following UK Government decision this elected post would effectively be successor post to Police Authority Chief Executives. Selected as Labour candidate and fought a well-regarded campaign attracting significant cross-party support but finished second. In 2013 selected as Labour candidate for Ynys Môn Welsh Assembly by-election - also well-regarded campaign, finishing second. Considered alternative career options and started training as a Secondary Maths teacher but did not complete before being appointed to the above position.

2010 – 2012 North Wales Police Authority Chief Executive

Principal Adviser and Monitoring Officer to the Police Authority, which was a joint committee of councillors with some independent members and was responsible for appointing chief officers, setting strategic objectives and holding the chief officers to account. Led personally on communications with media and key stakeholders including MPs, Welsh Assembly (now Senedd) Members and the six local authorities.

Key achievements: ensured balance between enabling members to engage in in-depth scrutiny of confidential material and presenting a public summary of that scrutiny work to inform the public; led on consultation with public and stakeholders on the key changes Chief Constable was planning, arranging formal presentations to each Council thereby ensuring focus on joint solutions rather than apportioning blame for perceived failures or withdrawal of services. Advised Welsh Ministers and an Assembly Committee on introduction of Police & Crime Commissioners and successfully persuaded the Assembly to reject UK government proposals for scrutiny as inadequate.

2008 – 2010 Interim Manager / Consultant

Assignments through SOLACE Enterprises included supporting Local Government Yorkshire & Humber with putting in place new arrangements for regional leadership between the region's local government Leaders and Yorkshire Forward; and advising a district council on a sensitive data protection issue.

2005 – 2008 Doncaster Council Strategic Director Policy, Partnerships & Governance

Responsible for policy, strategy, regeneration programmes, performance, consultation, liaison with Government, other public sector agencies, the private sector and local voluntary and community organisations; administrative support to members, elections, internal audit, corporate governance and the statutory role of Monitoring Officer (responsible for ensuring all council actions are lawful and fair, promoting good governance and high ethical standards). Active member of the Corporate Management Team involved in key decisions across the whole organisation. Key achievements:

- Secured agreement on shared priorities between Council, partners and Government Office.
- Developed economic strategy, commended by councillors and partners including Yorkshire Forward and local business people and refocused regeneration initiatives to strategic objectives with commissioning cycle from ideas and prioritising them to procurement, through programme management, contract management and delivery to evaluation. Secured "promising prospects for improvement" from Audit Commission for regeneration services.
- Managed several confrontations between elected Mayor and other elected members and numerous standards-related complaints.

2000 – 2005 London Borough of Hackney

Assistant Chief Executive (Policy & Communications)

Chief Officer responsible for policy development, performance management, regeneration and partnership initiatives; liaison with Government, other public sector agencies, private sector and local voluntary and community organisations; internal and external communications; consultation; ICT services and customer services. Active member of the Corporate Management Team involved in key decisions across the whole organisation. My key achievements were:

- Turned around communications, consultation and customer services, contributing to a radical improvement in residents' perceptions of the Council (% satisfied with Council rose from 23% to 53% and those dissatisfied fell from 63% to 29% between 2001 and 2005). Developed plans to put the Council back on its feet, reconnect with the public and secure regeneration to improve life chances for local people. Engaged members and wider stakeholders through comprehensive consultation process to develop Community Strategy which was commended by the Audit Commission and focused on the strategic choices to be made.
- Implemented organisation-wide performance management system with a single set of agreed objectives and action plans regularly monitored and reported on publicly and a corporate approach to project management – ensuring controls in place for all significant projects.
- Managed large regeneration programmes, significant investment in information technology and secured Investors in People accreditation for my service area (consisting of all the above services).

1999 – 2000 London Borough of Barnet Head of Corporate Policy

Chief Officer responsible for coordinating multi-agency initiatives and policy development across the Council and establishing and supporting the Barnet Civic Forum in developing a Community Plan.

1997 - 1999 London Borough of Barnet Policy Officer (Education, Recreation & Arts)

Link between the council's corporate centre and Directorate of Educational Services, translating policy aspirations into plans for service delivery, drafting key policy documents, monitoring implementation, responding to Government consultations. Led on developing Early Years Plan and Partnership, involving private, voluntary providers and schools.

1992 – 1997 House of Commons Researcher

Working for the Shadow Home Affairs team developed policy, produced press releases and dealt with journalists' queries on policing, criminal justice, young offenders, probation, firearms and drugs. Managed a review of the relations between Government and the voluntary sector and supported line by line scrutiny of various parliamentary bills and drafted amendments. Provided administrative support for various All-Party Parliamentary Groups.

Other Experience

2019 – 2020	Led research project for Seema Malhotra MP on co-operative development in London
2014 – 2015	Trainee Maths Teacher, Bangor University
1996 – 1998	Chair of Governing Body, Hargrave Park Primary School
1994 – 1997	Councillor, London Borough of Islington
1991 – 1992	President, Oxford University Student Union

Education

BA Hons (Politics, Philosophy & Economics), New College, Oxford University. 'A' Levels in Pure Maths, Applied Maths, Computer Science and Physics and 'O' Levels in Electronics, English Language, English Literature, French, German, Maths, Music, Physics, Scripture, Welsh Language, Welsh Literature, Ysgol Glantaf, Cardiff. Fluent English and Welsh speaker used to giving presentations, answering questions in public and producing written materials in both English and Welsh.