

Peter Talbot

Curriculum Vitae

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A very experienced all-round manager of the ICT function, people, projects, programmes and services - 8 years at Assistant Director level in the NHS and 7 years as Head of IT of a major cultural organization - prior technical, management and consultancy roles. Prince 2 qualified to Practitioner level, also holds CCNA, ITIL Foundation Certificate, MBCS/CITP, BSc in engineering and MA in business administration.

Excellent communications skills; experienced as a trainer and educator, author of high quality documentation. Has managed teams of up to ten people.

Specialist skills in networking and telecommunications including e-commerce, telephony service management, TCP/IP, Windows and Linux, VoIP etc. Software and database skills including programming, RDBMS and SQL.

A "people person" good at building relationships across diverse organizations and a pragmatic individual comfortable with "rolling up sleeves" when necessary. Equally familiar with the public and private sectors including 'start-up' and growing businesses.

Career in brief:

Sep 2008 - present

Senior ICT Project Manager, NHS Hounslow

Driving multiple projects in a fast-changing Primary Care Trust, achieved significant improvement in child health Key Performance Indicators, managed £300K investment in GP and polyclinics IT.

Oct 2006 - Dec 2007 Infrastructure Project Manager / IT Operations Manager, Oakam Ltd

Designed, procured and supported the ICT infrastructure for a retail start-up, opening six sites within eight months.

1999-2006

Head of IT, The Royal National Theatre

Rebuilt a badly-neglected IT function, recruited new team, delivered complete hardware refresh, e-commerce and other line-of-business systems, achieved major cost-savings in telephony.

1991 - 1999

**Associate Director of Information,
Lambeth Southwark and Lewisham Health Authority**

Established and managed the IT function in a leading NHS body; ran highly successful primary care IT programme.

1984 - 1991

Independent Consultant

Undertook assignments for 23 different clients including two start-up companies; worked in the US and continental Europe.

1982 - 1984

Senior Technical Executive, Telecom Gold Ltd

Pioneered electronic mail and internet.

1977 - 1982

Programmer, analyst and project manager, Software Sciences Ltd

Helped to develop and deploy innovative EPoS systems.

2003 - 2007

Visiting Lecturer, University of Westminster

1997 - 2005

Visiting Lecturer, London College of Communications

1995 - 1996

Visiting Lecturer, Richmond College

Delivered IT modules within undergraduate and post-graduate management courses.

Career in detail:

Sep 2008 - present

Senior ICT Project Manager, NHS Hounslow

Managing multiple projects in the challenging environment of this Primary Care Trust, I have achieved significant cost reductions in primary care IT and established a major initiative to improve childhood immunization data, raising COVER reported primary vaccination to 91%. I have developed a set of requirements for community sexual health services, delivered aspects of national programmes including polyclinics and the 'RIO' community health system, and led investment in clinical systems of approximately £300,000.

January - July 2008

Pearbright Ltd

Obtained Prince certification and pursued contract opportunities as a freelance project manager.

Oct 2006 - Dec 2007 Infrastructure Project Manager / IT Operations Manager, Oakam Ltd

In this start-up retail financial services company I took responsibility for ICT infrastructure and the deployment of retail systems. I rapidly formulated a design for the network, produced Statement of Requirements documents, conducted competitive procurements and selected partners. Subsequently I managed the set up of Windows AD, VoIP telephony, e-mail and application software, supervised network cabling, delivered comms and IT infrastructure for head office and five high street shops and set up basic IT Disaster Recovery facilities with servers hosted in Docklands and Croydon. I then provided support whilst recruiting my successor.

I repeatedly re-engineered the model to drive down expenditure, and produced good quality documentation to ensure that learning was not lost. I also negotiated with software suppliers, dealt with shopfitting contractors, and managed CCTV, fire and intruder alarm installations.

Oakam brought out my abilities to rapidly understand a new business situation - for example learning about FSA and other compliance requirements - to work productively with a very diverse group of colleagues at every level, to use my wealth of business experience and specialist skills to deliver value to the organization, and to stay focused despite a relentless pace of change.

Technical areas included Windows Server 2003, Exchange 2003, IIS and Outlook Web Access, Linux, Windows XP, ADSL/SDSL, TCP/IP routing, VoIP, ethernet switching and CAT5 cabling.

1999-2006 Head of IT, The Royal National Theatre

The National operates three theatres within its building on the South Bank, tours the UK and overseas, and works extensively with schools and youth groups. In 2006 it employed around 1,000 people in areas as diverse as catering (the NT houses seven bars and three restaurants), Computer Aided Design, graphics, video production and a call centre. I joined the organization after a long period of restricted spending; the IT Department had been run down to a staff of two, projects had been devolved to user departments, with mixed results, and core business functions used alarmingly outdated systems. There was no standardization of word processing packages, wholly inadequate internet facilities and a serious lack of security.

I rapidly formulated a strategy which won senior management approval, prioritized action on the various departmental systems and immediately established network security measures. I set up a user liaison group and a programme of end-user training which helped us deploy Microsoft Office.

A year into the post I took over telephony, achieving a 50% reduction in costs. I worked with the Marketing Department to develop the business case for investment in on-line ticket sales, and subsequently managed the introduction of a web ticketing system which quickly took 50% of revenues, enabling the box office to handle a 20% increase in volumes without raising headcount.

I managed a team of ten, was responsible for the provision of a portfolio of IT services to five hundred users and accountable for annual revenue budgets of around £1m. Using Prince 2

methods I oversaw projects with budgets typically £200K - £500K including new systems for the catering, finance and marketing departments.

Over five years I achieved a complete technology refresh to include gigabit networking, Active Directory, VPN links to branch offices, Chip and PIN and the replacement of several departmental applications including Customer Relationship Management and General Ledger.

At the NT I took in hand a badly neglected IT function, giving it strategic direction and leadership. I built a Department of nine staff delivering excellent support and a modern, reliable and secure infrastructure. I published and consulted on our overall plan of work, demonstrating my belief in communication, collaboration and customer focus. I allocated staff to tasks; assigned responsibilities and performance objectives for each individual; regularly reviewed progress managing corrective action where necessary, appraised performance and training needs and maintained strict control of budget. Additionally I brought value to the business from my academic activities and maintained hands-on involvement in areas such as network design and utility software development.

Hands-on technical work included Windows NT4, Windows Server 2000/2003, Exchange and Active Directory, open source, Linux / Unix, firewalls, proxy servers, DHCP and DNS, Oracle and SQL Server, DSL, VPN and X.25, analogue and digital telephony, and software development.

**1991 - 1999 Associate Director of Information,
Lambeth Southwark and Lewisham Health Authority**

I took responsibility for the computerization of South East London's General Medical Practitioners and ran the first ever 'OJEU' procurement for primary care IT, a multi-million pound project meeting very aggressive targets. I established an IT training programme for primary care, and managed the cabling of offices and computer rooms when the Authority merged with another body and re-located. I built and managed an eight-strong IT department, provisioned and supported a network of approximately 300 PC's and 40 terminals, was an early adopter of the NHS network and delivered the first working e-mail system in the region. I co-wrote funding bids with Local Authority and participated in Europe-wide trials of videoconferencing.

I brought into the NHS expertise gained in commercial life, but also learned a great deal about the responsibilities of the public sector during a period of rapid change. I used the Prince methodology, and gained a much better command of service delivery - for example introducing user satisfaction surveys as a measure of my department's performance.

Technical work covered Windows 3.1 to '95 migration, Novell networking, Oracle database administration, Unix support, TCP/IP networking, X.400, ISDN, firewalling, implementation of ethernet VLANs and support of RS-232 legacy networks.

1984 - 1991 Independent Consultant

As a freelance consultant I undertook assignments for 23 different clients in seven years, including long-term relationships with two start-up companies respectively engaged in interactive video and electronic mail. I supported a trial of e-mail in Greece by Pepsi-Cola, designed software for a New York financial wire company, and provided the voting systems for the 1984 St Tropez music video festival. I undertook a voice and data network audit at the National Freight Corporation, and worked on packet switched data networks for both BT and Mercury (Cable and Wireless). I designed and developed a relational database application used to produce the weekly UK pop charts for independent radio.

Projects included software development in 'C', BASIC, Fortran and Informix, troubleshooting packet switching networks, voice and data communications, Electronic Point of Sale implementation and Interactive Video software.

1982 - 1984 Senior Technical Executive, Telecom Gold Ltd

Telecom Gold was established by BT to bring the first generation of computer-based e-mail services to the UK market.

I managed a small team providing all of the company's technical support, both pre- and post-sales. I also designed and implemented new products including a link to the telex network using Fortran in the Prime environment, and supported X.3 and X.25 networking.

1977 - 1982 Programmer, analyst and project manager, Software Sciences Ltd

I joined this well-respected software house as a graduate, and worked on the maintenance of assembly code programs used in newspaper production before transferring to a division of the company which manufactured EPoS terminals. Here I designed and developed a protocol emulator enabling our tills to communicate with IBM mainframes, and supported a successful pilot of our product in Victoria Wine Ltd.

2003 - 2007 Visiting Lecturer, University of Westminster

1997 - 2005 Visiting Lecturer, London College of Communications

1995 - 1996 Visiting Lecturer, Richmond College

After gaining my master's degree in 1995 I decided to continue an academic activity and since then I have taught part-time on undergraduate and postgraduate programmes. At Richmond and LCC I delivered the IT modules of more general management courses, whilst at Westminster I taught the theory of relational databases and the practical application of Oracle software. I also undertook some research on web services in 2004.

Qualifications and selected training:

- ITIL Service Offerings and Agreements, QA 2010
- Cisco Certified Network Associate, LSCE 2009
- ITIL Foundation Cert., Learning Tree, 2008
- Prince 2 Practitioner, Learning Tree, 2008
- MA Business Administration, London Metropolitan University, 1995
- Member of the British Computer Society, 1990
- BSc Electronic Computer and Systems Engineering, Loughborough University, 1977
- Diploma in Industrial Studies, Loughborough University, 1977
- Developing ASP.NET Web Applications, 2010
- Managing People, Hemsley Fraser, 2006
- Windows 2000 AD Planning and Migration, Learning Tree, 2003
- Windows XP Professional, Learning Tree, 2002
- Windows 95, Learning Tree, 1995
- Hands-on TCP/IP, Omnicom, 1992

Director, Pearbright Ltd:

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