

Peter Walker, M.A, C.Eng, FIEE

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PROFILE

A consultant, senior telecoms manager and professional engineer, with extensive experience, offering a strong combination of managerial skills, regulatory policy insight and in-depth technological knowledge, derived from a successful career with BT and 10 years in Ofcom as a member of their senior team. A strategic thinker, who pushes the boundary of his role and delivers to challenging deadlines.

SKILLS & ACHIEVEMENTS

- Awarded an Achievement Medal by the Institution of Electrical Engineers for outstanding contribution to Telecommunications

As an engineer experienced in telecoms technologies, with extensive knowledge of operators' networks:

- Introduction of flat rate Internet access in the UK telecoms market, which led to a 10% increase in Internet penetration
- Delivered a National Emergency Plan for the UK telecoms industry in the wake of '9/11'
- Planned and implemented the digitalisation of BT's international network
- Created a novel cost reduction strategy for the evolution of BT's London network
- Influenced the development of key international telecom standards

As an innovative regulatory policy leader, with economic and legal insight, as well as technological:

- Key contributor to the framework for the Communications Bill and 2003 regulatory reform
- Initiator of technical frameworks for Number Portability, Carrier Pre-Selection, Local Loop Unbundling and other key regulatory change initiatives
- Developed a successful co-regulatory system for the delivery of UK technical standards

As an influencer and negotiator, experienced at the international level:

- Led joint Ofcom/industry team to deliver definition of new Wholesale Line Rental product in challenging timescales
- Negotiated international consensus allowing early deployment of International ISDN
- Negotiated consensus in Brussels on implementation of new Terminals Directive

As a resource manager of people and finance:

- Reformed the provision of technical advice within Ofcom, to ensure policies were fit for purpose
- Instituted a disciplined system of Project Management throughout Ofcom, thereby improving delivery of the overall work programme
- Creative redesign and reform of BT London's planning team, reducing costs by 27%

CAREER HISTORY

Hollyer Associates Ltd: Director & Principal Consultant (2004-) specialising in telecoms technology, regulation and public policy.

OFCOM: Senior Adviser, Technology Strategy (2004)

Assisting creation of Technology Strategy Group and Strategic Telecommunications Review, as well as continuing several roles described below.

OFTEL: Director, Technology (1998 – 2003)

A new role created to exploit my capabilities across a range of functions. A member of Oftel's senior management team, I contributed to Oftel's policy development and compliance activities as well as providing strategic technological advice to the Director General. I provided a focus for Oftel's external relations with the engineering community in industry, government and academia. I also advised other government departments on network resilience, national security and civil emergency issues. Accountable for the delivery of technical advice within Oftel, the operation of the Numbering Unit and acted as senior 'champion' for 15 of Oftel's projects and programmes.

OFTEL: Technical Director (1993 - 1997)

Head-hunted to lead Oftel's Technical Branch (15 staff), reformed the approach to technical advice and grew my job to embrace a wider policy role, contributing key ideas to the 1998 reform of Oftel.

BT: Head of Planning, London Networks (1991 - 1993)

Accountable to Director, London for 400 strong Planning Department with budget of over £20M, for planning the BT network in Greater London, serving 6M customers. Key activities involved organisational change, cost reduction and creating a network fit to match emerging competition.

BT International: Director, Planning (1986 - 1991)

Promoted to lead BTI's planning division of 480 staff with budget of over £14M. Accountable to the Director, Networks for the growth and digitalisation of the international network. This was delivered through multi-national relationships, building my knowledge and understanding of different cultures.

BT International: Head of Planning & Development (1982 - 1986)

Promoted into BT's Senior Management Team (second youngest at that time), to lead the planning and development of BTI's international telephone network, delivering cost and quality improvements with a team of 115 staff.

BT International: Project Manager, International Systems (1981 - 1982)

Promoted to lead BTI's major projects section, accountable to Head of Projects Division. Delivered £45M projects for international exchanges to cost and time. Also responsible for the whole of the capital budget for exchange systems (~£12M per annum).

Post Office Telecoms: 1971-1981

Recruited as Executive Engineer, promoted 1975 to Senior Executive Engineer. Responsible for development of international switching and signalling systems.

QUALIFICATIONS

1971 BA (Hons) Electrical Sciences Tripos, Queens' College, Cambridge University

1978 Chartered Engineer and Member of the Institution of Electrical Engineers (IEE)

1986 Fellow of the IEE

PROFESSIONAL DEVELOPMENT & ACTIVITIES

- Management development programmes at Ashridge, Roffey Park, and Oxford Strategy Group
- Major contributor to the IEE's Knowledge Services and Public Policy Departments
- President (UK) of the Federation of Telecommunications Engineers of the European Community
- Visiting lecturer, University College, London and formerly also Aston University
- Adviser to the Higher Education Funding Councils on academic networks
- Briefings to Ed Richards, while the Prime Minister's Media Policy Adviser at 10 Downing Street