

PROFILE

Heather Hilburn has spent the last two decades shaping and improving London's cultural and heritage venues, including the Tate Modern and the Queen Elizabeth Olympic Park. She has also provided strategic input into development and regeneration projects across the South East, the East of England, the North West of England and Northern Ireland regions. She has shaped the visitor experience to great destinations in the UK, North America and Europe.

Heather works at senior management and board level to champion heritage, improve visitor experience, broaden audiences, and encourage inclusivity and diversity while ensuring safety, security and sustainability. She has worked with communities, charitable organisations and the public and private sectors to deliver vision-led change.

CAREER HISTORY

2013-Present	Palace Programme Sponsor, HM Tower of London, Historic Royal Palaces (HRP) <ul style="list-style-type: none">• Responsible for authoring the “Tower Future Thinking Plan” a long-term plan to preserve the Tower for future generations and to improve the visitor experience. Endorsed by HRP Trustees in 2015.• Strategic leadership of major projects at the Tower of London, including conservation projects and creative and learning programmes. Oversees the work of project managers from the following specialised departments: Collections, Conservation and Care (of rare artefacts), Historic and Building Fabric Curators, Building Fabric Surveyors, Creative Programming, Re-interpretation and Learning & Engagement.• Responsible for upholding the Tower of London's status as a UNESCO World Heritage site:<ul style="list-style-type: none">- Managing and reporting on objectives set out by UNESCO and providing input into five year World Heritage Site management plans.- Working with key stakeholders (Historic England, GLA, City of London, Tower Hamlets and Southwark) to re-enforce heritage values in key policy documents that will be published in 2017/18, including the City of London Local Plan and the GLA's London Plan.- Key stakeholder for emerging development that affects the Tower of London, commenting on planning applications for major developments that form the skyline in the City of London.- Liaison with the Tower of London's key external stakeholders, working at the executive level with Crown Estates, Transport for London, the Port of London Authority, the GLA and the City of London to create a more connected and better quality place for visitors in-between London Bridge and Tower Bridge.• Working on a key audiences strategy to engage more with diverse local and national visitors to the Tower, through programmes like the Poppies.
2010-2013	Chief Executive Officer, The Built Environment Education Trust <ul style="list-style-type: none">• Set up a design review panel to provide planning advice to local authorities, a service previously provided by the East of England Development Agency. Transitioned the service delivery from a government funded to a developer-funded model.• Provided independent advice on major development in the Thames Gateway, East London and the East of England region, including mixed-use, major infrastructure,

	<p>energy, housing and education developments.</p> <ul style="list-style-type: none"> • Ran learning and engagement programmes with local communities in the East of England region. • Reported to a board of trustees, managed six internal staff and a 40-strong design panel of built environment experts. • Worked at Executive level with English Heritage, National Trust and CABE (Commission for Architecture and the Built Environment).
2007-2010	<p>Project Director & Principal Design Advisor to Olympic Delivery Authority</p> <ul style="list-style-type: none"> • Led the design and construction of major venues, parks and community facilities for the London 2012 Olympic Games. • Part of senior management team with specific responsibility for: <ul style="list-style-type: none"> - Reporting to the Department for Culture, Media and Sport on the achievement of core objectives. - Managing construction project teams including 17 in-house staff, 20 external stakeholders and 12 external consultant firms. - Negotiating acquisition of land for redevelopment outside the Olympic Park in East London. - Community consultation, stakeholder engagement and liaison with local authorities.
2000-2007	<p>Associate-Partner, Davis Langdon LLP</p> <p>Within an international construction cost consultancy firm of 300 employees, carried out the following:</p> <ul style="list-style-type: none"> • Managed 12 staff and external project teams (up to 25 line reports) consisting of design consultants and building contractors, to deliver high profile Arts, Education and Leisure projects. • Managed signature architects to deliver commercial objectives for clients in prime London locations, managed projects on behalf of developers and land owners in London such as More London, Coin Street Community Developers and London Underwriters. • Maximised development potential of urban sites within planning and operational constraints and re-developed existing facilities to maximise footfall and increase retail area.
1996-1999	<p>Design Manager, Holloway White Allom</p> <ul style="list-style-type: none"> • Senior level team member of a specialist building contractor for luxury residential property and Crown Estates developments in key conservation areas in central London (Mayfair, Westminster and Royal Borough of Kensington and Chelsea). • Coordinated the work of design consultants and specialist craftsmen on historical and design and build schemes for this London based construction company.
1994-1996	<p>Researcher, European Commission</p> <ul style="list-style-type: none"> • Commissioned to carry out research related to the environmental performance of schools and housing schemes in the European Community. (Published in the form of UK guidance).
1989-1992	<p>Architectural assistant, Stang and Newdow Inc, USA</p> <ul style="list-style-type: none"> • Prepared options appraisals and re-development proposals for land owners with large commercial estates on the United States east coast, including Cola Cola, Macy's and Delta Airlines. • Assisted with options appraisals supporting Atlanta's successful bid for the 1996 Olympic Games.

APPOINTMENTS AND MEMBERSHIPS

- 2011-
Present Industry Mentor, Judge Business School,
Cambridge University MBA Venture Programme.
- 2011-
Present Design Panel Member for Places Matter!
- 2010-
Present Board of Directors & Trustee, Spitalfields City Farm.
- 2010 Cambridge University Entrepreneurs, Director
- 2010 RIBA Building Futures Advisory Panel Member.
- 2009-
Present Freedom of the City of London.
- 2005-
Present Fellow, Royal Society of Arts (FRSA)
- 1999 Associate Director, American Institute of Architects UK Chapter (past)

EDUCATION

- 1994 Architectural Association School of Architecture, London
Post Graduate Degree in Environmental & Energy Studies
- 1989 Texas Agricultural & Mechanical University, Bryan Texas
Bachelors in Environmental Design and Urban Studies (USA architectural degree)
- 1988 La Poggerina, Florence, Italy
One year study abroad programme in urban and architectural design
- 1985 Sam Houston State University
One year full scholarship to study Environmental Science & Computer Science

RESEARCH PUBLICATIONS

- 2005 **Regulating Professions: Shifts in Codes of Conduct, (conference proceeding)** H. Hilburn & Professor Will Hughes, University of Reading.
- 1995 **An Evolutionary Architecture, Themes VII.** Collaboration with John Frazer and Diploma Unit 9, Architectural Association Press, funded by The Arts Council, London.
- 1994 **Solar Energy and Housing Design Volume 1: Principles, Objectives, Guidelines, Environment & Energy Studies Unit, Architectural Association.** Publication coordinated by Building Research Establishment, (BRECSU) and funded by the Department of Trade & Industries Solar Energy Programme, London.
- 1994 **Solar Energy and Housing Design Volume 2: Examples, Environment & Energy Studies Unit, Architectural Association.** Publication coordinated by Building Research Establishment, (BRECSU) and funded by the Department of Trade & Industries Solar Energy Programme, London.
- 1994 **Design of Educational Buildings Primer,** Produced on behalf of the European Commission by the Environmental & Energy Studies Unit Architectural Association, London.

AWARDS

2011	Regeneration and Renewal Award for Strategic Planning, London 2012 Olympic Park
2011	Building Awards - Construction Client of the Year, Olympic Delivery Authority
2009	The Olympic Park - Landscape Institute Awards - The Peter Youngman Award for an outstanding contribution to Landscape
2009	The Viewtube Visitor Centre - awarded the Mayor of London's Community Project Award and nominated for Royal Town Institute of Planning Award
2009	The Olympic Park & Public Realm Masterplan - Landscape Institute Awards for Local Landscape Planning
2006	Yehudi Menuhin Hall, British Construction Industry Awards. Shortlisted for RIBA awards the same year.

PROJECTS	Project Budget
<p>London 2012 Olympic Park, Stratford</p> <p>Responsible for the integration of the following core themes into the Olympic Park venues and public realm to secure planning approval: visitor experience, sustainability, biodiversity, equalities and inclusion, accessibility, safety and security and legacy.</p> <p>Strategic input into parkland business, operational and management plans. OJEU selection and managing consultant teams. Responsible for negotiating land agreements outside the Olympic Park boundary.</p>	£286 m
<p>Budapest National Sports Arena</p> <p>Project Leader for a 12,500 seat multipurpose sports arena from inception through to commissioning on behalf of the Hungarian Ministry of Youth, Culture and Sport. Aligned development appraisals with technical brief to maximise commercial and operational viability of a multi-use facility.</p> <p>Procured the project under a fast-track Build Own Operate Transfer (BOOT) contract. Responsible for operator's brief and negotiations with International Sports Federations.</p>	€90 m
<p>Cancer Research UK Cambridge Research Institute, Addenbrooke's Hospital</p> <p>Project Facilitator for cancer research facilities located at Addenbrooke's Hospital in Cambridge. Responsible for team restructure under NEC contract under conditions of design data security on a highly sensitive project.</p>	£50 m
<p>Artillery Mansions, Victoria Street, Residential</p> <p>Design Manager for the first phase of Artillery Mansions, a high-end residential development of studio, 1, 2 and 3 bedroom apartments and penthouses in a listed building fronting onto Victoria Street in London.</p>	£45 m
<p>Jewish Community Centre for London</p> <p>Project Leader responsible for initial budget, programme, and architect selection for the "JCC" a modern facility and learning centre for Jewish culture located in North London.</p>	£40 m
<p>British Broadcasting Corporation (BBC) Offices</p> <p>Secondment to the BBC to support the client representative for the completion and commissioning of refurbished offices on Portland Place, London. Liaison between facilities manager and main contractor under a Construction Management contract.</p>	£35 m
<p>Tate Modern Arrivals</p> <p>Project Leader for the arrivals hall and phased refurbishment of the Tate Modern, working with the Tate on the design brief, funding and managing the architect and contractor through to project completion. Redeveloping existing facilities to maximise footfall and increase retail area.</p>	£10 m
<p>The Greenway, Stratford</p>	

Development Manager for the London 2012 Olympic Park Greenway - a 2 ½ kilometre permissive path, linear park and built works just south of the Olympic Park. Responsible for design, planning, and delivery of these works. Negotiated legal agreement with the land owner (Thames Water) and development partner.	£7.6 m
The Boltons, Residential	
Design Manager for London private residence for the CEO of Goldman Sachs, refurbishment of a listed building incorporating garden and underground swimming pool.	£ 7 m
Yehudi Menuhin Hall	
Project Leader responsible for project from Stage C through to completion and handover of a concert hall for world-class music students at the existing Yehudi Menuhin School of Music, located in Surrey. Winner of British Construction Industry Awards 2006 small project category, Shortlisted for RIBA awards, 2006.	£4.2 m
London Underwriters, City of London	
Landlord's surveyor for approval and monitoring of a tenant's leisure fit-out, including underground swimming pool.	£1.5 m
The Viewtube, Stratford	
Project Director for a community centre and social enterprise collaborative project between the ODA, London Thames Gateway Development Corporation and Leaside Regeneration Ltd. The Viewtube was also the visitor centre for the Olympic Park during the construction works, and has hosted ministerial visits. Responsible for stakeholder coordination, legal agreements, consultant selection, planning and delivery.	£0.7 m

REFERENCES

Available on request