

Heather Hilburn

Bachelor of Environmental Design, Graduate Diploma in Environment and Energy Studies, FRSA

PERSONAL DETAILS

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Nationality: American citizen with indefinite leave to remain in the UK. UK resident since 1992

ACHIEVEMENTS & SKILLS

I have an engaging leadership style, I like to bring people together to unlock complex issues and I am effective at working across siloed channels. I am delivery focussed, visionary and strategic but also measured and always ensure that long term financial health, growth and sustainability are at the heart of programmes that I create. I believe that teamwork, empathy, mutual trust and giving teams ownership over their work is essential. I provide structure for the organisation while allowing teams to work fluidly and excel in their own way.

I have a longstanding career working in the UK NGO environment, as a client-side project director for large scale complex infrastructure and regeneration projects, such as the Queen Elizabeth Park in Stratford, and working for large and small-scale charities advocating sustainability, community engagement and good design.

I have built up a large scale and empowered collaborative network of government officials, universities, charitable trusts, social enterprises, businesses, corporate sponsors, developers, philanthropists and cultural institutions both in the UK and abroad.

Core skills: strategic planning, governance, sustainable innovation, networking, content development, digital strategy, branding, risk assessment, fund raising, start-up support, cultural strategy, regeneration, partnering, business development, campaigning, design, property, retail analysis.

EMPLOYMENT

Nov 2018 to present **Strategic Design Advisor**

Providing strategic advice on shaping projects and programmes for government members, cultural institutions, developers, land owners and infrastructure owners and operators.

- **Tower of London Wharf Extension.** A plan to connect the wharf in front of the Tower to the Thames Path in between London Bridge and Tower Bridge. Liaising with local government, riverfront agencies and land owners on behalf of the Tower of London's Resident Governor. Part of a long-term initiative to reconnect parts of the Thames Path that are not accessible to the public.

- **Lower Thames Street Redevelopment.** Providing advice to key stakeholders on redeveloping the area between Monument and the Tower of London which is currently severed by a stretch of TfL highway, making it more accessible for visitors to the river.

**Apr 2013 to
Nov 2018**

Historic Royal Palaces

Tower of London Project Director, Palaces and Collections Team

Shaped and delivered business strategies

- Author of the Tower Future Thinking Plan, a long-term plan to preserve the Tower for future generations and to improve the visitor experience. Agreed the vision, key themes and subsequent objectives with the board of trustees. Formally consulted with over 300 key stakeholders the shaping of the plan.
- Member of the Tower Programme Board, working closely with trustees and department heads to join up the organisation's strategic objectives with insights and opportunities identified by individual departments.
- Member of senior leadership team working with the trustees, the CEO and department heads to shape historic research, curatorial and visitor engagement strategies to increase audience reach and develop new income streams at the Tower of London.
- Targeted audience research and segmentation, expanding digital audience reach from 5 million to 20 million.

Engaged with key stakeholders to secure the long-term conservation of the Tower and its foreshore

- Oversaw urgent works to stabilise a rapidly eroding section of the Thames foreshore and river wall.
- Member of the Tower of London World Heritage Consultative Committee, responsible for upholding the Tower of London's status as a UNESCO World Heritage site:
 - Reshaped the governing World Heritage Site Management Plan to create a more actionable list of strategic objectives.
 - 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. Influenced local planning policies to secure additional protection for the Tower.
 - Liaison with the Tower of London's key external stakeholders, working at executive level with the Crown Estate, Transport for London, the Port of London Authority, the GLA and the City of London to improve the visitor experience between London Bridge and Tower Bridge.
 - Championed the Tower as an engaging partner in an emerging cultural quarter, rather than an obstacle to progress.

2010-2013 **Built Environment Education Trust**
Chief Executive Officer

Reshaping an organisation to create new revenue streams

- Ran a membership organisation providing learning and engagement programmes and advice to local government in the East of England region.
- Reshaped the organisation from a grant-funded to a revenue-funded business model in response to a sharp reduction in available grant funding.
- Responded to cuts in government funding by creating and championing a design review service, providing advice to developers and local authorities on large or sensitive planning applications. Set up governance procedures and an interview process, appointed 40 high profile professionals to the panel, and marketed the services to local government and property developers.
- Reported to a board of trustees, managed six internal staff and a 40-strong design panel of built environment experts.
- Worked at board level with Historic England, National Trust, Design Council and Commission for Architecture and the Built Environment.

2007-2010 **Olympic Delivery Authority (London 2012 Olympic Games)**
Principal Design Advisor and Project Director

Member of senior leadership team, shaping strategic themes

- Shaped sustainability, employment, health and safety, diversity and inclusion strategies to deliver the Government's promise to host the most sustainable Olympic Games ever and create a legacy for the benefit of the local East London community.
- Part of the senior leadership team, reporting to the Department for Culture, Media and Sport on the achievement of core objectives.
- Led the design and construction of major venues, parks and community facilities for the London 2012 Olympic Games.
- Managed in-house contractor delivery team of 17 staff, 20 external stakeholders and 12 external consultant firms.

Improved biodiversity and habitats

- Helped shape the Olympic Park Biodiversity Action Plan, safeguarding local animal habitats, remediation of contaminated land and clean-up of waterways to create a new accessible open space for the local community.
- Coordinated the clean-up of sections of the Lea Navigation Canal, working with local volunteers with support from the London Wildlife Trust.
- Convinced DCMS, Historic England and the board of the Olympic Delivery Authority to create a parkland setting for the Olympic venues, rather than the usual practice of surrounding the venues in tarmac.

Enabled Olympic facilities to be transformed for community use after the Games

- Created a design strategy and business plan to enable the Aquatics Centre to be transformed into a leisure centre run by a social enterprise after the Games.

Created an award-winning community centre just outside the Olympic Park

- Created a new community centre just outside the Olympic Park, including land acquisition, unlocking site constraints, writing a business plan, securing £500k of funding for capital works, and bringing together a development partner and several social enterprises to run the community centre and educational programmes. The project won the Mayor of London's Community Project Award in 2009.

1999-2007

Davis Langdon

Associate Partner

Provided strategic asset and cost consulting services to developers, government and NGO's. Supported cultural institutions to develop their audiences, programmes and sustainability objectives

- Member of the senior leadership team in a strategic management consulting firm specialising in capital works and major infrastructural projects.
- Responsible for strategic management of arts, culture and leisure capital works for major cultural institutions.
 - Selected and interviewed designers and specialist consultants
 - Created cost plans, cash flows and programmes.
 - Helped clients secure funding for projects.
 - Carried out due diligence, design, risk and financial appraisals on behalf of clients for projects worth up to £90m.

Relevant projects:

- **Serpentine Gallery Parks Programme** – enabled designers and artists to create unique temporary pavilions as part of an annual cultural programme in London.
- **Budapest Arena** – shaped and led a public-private partnership to build a multi-purpose arena, working with a team of specialists and ensuring the building would suit the needs of multiple sporting federations.
- **Varbazar Castle on the Danube** – creation of a business case for commercial use of a World Heritage Site in Budapest, maintaining historic building fabric but creating space and business case for retail uses.
- **Tate Modern Riverfront** – created a new retail shop and waterfront entrance to welcome visitors arriving from the Millennium Bridge.
- **Jewish Community Centre** – business planning, structuring a formal candidate interview process for designers, secured agreement from Clore Foundation for core funding (£30m).
- **Yehudi Menuhin Hall** – reporting to governors of school, business planning, design review.
- **Southbank Regeneration - Rambert Dance Company** – working with community-based property developers to relocate the dance company from Hammersmith to a purpose-built facility on the Southbank.
- **Potters Field Park** – a park and outdoor cultural event space next to the Mayor of London's office adjacent to the Thames, incorporating artwork inspired by 15th century Delft pottery found on the site.

- 1998-1999** **Holloway White Allom**
In-house Design Leader. Coordinated the work of designers and skilled craftspeople on Grade I listed houses and buildings in Mayfair, Kensington and Chelsea.
- 1996-1999** **Architecture for the Arts**
Design Studio Leader
- Worked with Heritage Lottery Fund (HLF), artists and small businesses to create a new community arts venue in East London.***
- Design Studio Leader for an architectural firm designing an HLF funded community centre and performance venue as part of the Hackney Town Hall regeneration scheme. Set up and managed an office of 12 staff.
 - Ensured compliance with the conditions of the HFL grant and met regularly with HLF officer.
- 1994-1996** **Architectural Association School of Architecture Graduate School**
Researcher
- Environmental Modelling and producing best practise guidance***
- Collaboration project between University of Westminster and Architectural Association: Environmental modelling of existing buildings for natural lighting and passive cooling, including museums, housing and secondary schools.
 - Carried out and published EU-funded research into the design of public buildings (see list of “publications” listed further below).
- 1989-1992** **Stang and Newdow (USA)**
Designer for an urban design and architectural firm in Atlanta, Georgia
- Worked on capital projects and branding for big brands: Macy’s, Coca Cola and Delta. Ensuring designs of buildings and signage were visible and up to date.
 - Community liaison with local businesses during the bid for the Atlanta 1996 Olympic Games.

APPOINTMENTS

- 2018 - present** Trustee, City & Guilds London School of Art. This crafts school provides training in fine art, historic carving and conservation.
- 2018 - present** Member, International Committee on Monuments and Sites.
- 2015 - present** Member, Tower of London World Heritage Consultative Committee.
- 2011 - present** Trustee, Spitalfields City Farm. Community farm providing productive gardening skills, free produce and learning programmes for adults and children in a significantly deprived area of London.
- 2011-2017** Design Panel member, Places Matter! A third-party advisory panel of environmental professionals, offering conservation guidance for local planning authorities in the North West of England.

- 2010-2012** RIBA Building Futures Advisory Panel Member. A think-tank of designers re-imagining the design of care homes.
- 2009 - present** Freedom of the City of London.
- 2005 - present** Fellow, Royal Society of Arts (FRSA).

EDUCATION

- 1994 Architectural Association School of Architecture, London**
Post Graduate Degree in Environment and Energy Studies.
- 1989 Texas Agricultural & Mechanical University, Bryan Texas**
Bachelors in Environmental Design.
- 1988 La Poggerina, Florence, Italy**
One year study abroad programme in an urban design and regeneration programme. Included a campaign to cleanse Florence of rubbish and the Arno River of plastics. A precursor to the current "Arno d'aMare", a project to build a barrier to collect trash and micro plastics in the Arno River.
- 1985 Sam Houston State University**
One year full scholarship in 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.

CAMPAIGNS

2017 Campaign to save the Whitechapel Bell Foundry

Saving the birthplace of Big Ben and the Liberty Bell

- Worked with Dan Cruikshank, Society for the Protection of Ancient Buildings, Save Britain's Heritage and the East London Preservation Society to save the Whitechapel Bell Foundry from redevelopment.
- Mobilised support from leading architects and artists including Lord Richard Rogers, Sir Nicholas Grimshaw and Sir Antony Gormley.

2011 Royal Society of Arts – Social Enterprise Forum

Supporting entrepreneurs with special needs

- Working with leading social entrepreneurs, shaping a programme to help social entrepreneurs cope with challenges in leadership, communications, branding, funding models and the special skills required to mentor emerging entrepreneurs from the NEET community (Not in Education, Employment or Training).

AWARDS

- 2017** Historic conservation of Queen's House and Bell Tower – Royal Institute of Chartered Surveyors award.
- 2015** Blood Swept Lands and Seas of Red (Poppies) installation – Civic Trust Award, London First Award for Cultural Excellence, Help the Heroes Award.
- 2011** London 2012 Olympic Park – Regeneration and Renewal Award for Strategic Planning
- 2011** London 2012 Olympic Park – Building Awards, Construction Client of the Year
- 2009** London 2012 Olympic Park – Landscape Institute Awards, Peter Youngman Award for an outstanding contribution to Landscape
- 2009** The Viewtube Visitor Centre – Mayor of London's Community Project Award. Nominated for Royal Town Institute of Planning Award
- 2009** London 2012 Olympic Park & Public Realm Masterplan – Landscape Institute Awards for Local Landscape Planning
- 2006** Yehudi Menuhin Hall – British Construction Industry Awards. Shortlisted for RIBA awards.

REFERENCES

Available on request.