



Shian Housing Association

Annual Report 2017-18

30th
year of providing
good quality homes
to BME tenants



Resident feedback

“ I would just like to congratulate Shian for some excellent customer services by three members of your staff.

“Firstly, Funke – she should be given a gold star. I called yesterday after receiving a letter about rent arrears, and it stated that an interview had been set up. I was upset and feeling harassed by the constant barrage of texts and letters. When I explained this to Funke, she calmed me down straight away. Her calming attitude and explanation as to why the letters were sent out made it clear to understand. She is a great asset to your team.

“Second, Daniel – I have spoken to Daniel on several occasions about repairs etc. He also has a very pleasant manner on the phone and is another asset to your team. He is one of the few who ALWAYS calls back when he says he will (sometimes a bit later, but apologises).

“Third, but by no means last, is Sam. She is very helpful and patient and most importantly, she listens.

“I have been with Shian over 15 years and I believe that this is the best team yet! ”

Ms JE

Shian Housing Association – a 30-year journey

Shian is celebrating its 30th year in 2018. We were founded in 1988, before registering ourselves as a housing association on 14 February 1989.

It's been quite a journey.

Over the past 30 years, we've:

- grown from zero homes to owning nearly 500 properties and two hostels
- provided supported housing for people who were rough sleepers and/or with mental health problems
- owned and managed hostels for ex-offenders and other vulnerable young people

- run innovative and well-regarded projects aimed at gang members
- provided residents with access to training courses run by Shian and other providers
- given dozens of local people volunteer work experience
- given a large number of local school children work placements – offering a role model for successful black led companies, and

- worked successfully with partners and our residents to invest in our communities.

This year's annual report looks back at our history and looks forward to our future.

We have renewed our social purpose, focusing on empowering people from the black and ethnic minority communities. But we are also fit for the future – a well-managed, confident and growing housing association, looking forward to our next decade.



1984

Foundation of the Federation of Black Housing Associations, which goes on to inspire the launch of around 60 BME-led housing associations, over the next few years.



1988

Shian Housing Association is first set up. We aim to focus on the need for good quality homes for young black people – especially ex-offenders. Shian means 'home' in the Ghanaian language, Ga.



1989

On 14 February 1989, we register with the National Housing Federation and the Housing Corporation.

An MBE for Leslie

Shian's Managing Director Leslie Laniyan was awarded an MBE in the New Year's Honours List.

Leslie's award recognises voluntary service to London's communities, and especially his achievements in helping to transform and regenerate community organisations in crisis.

Leslie is currently Chair of the Pentecostal Credit Union, Chair of Faith Regen Foundation UK and Vice Chair of Odu Dua Housing Association. He is also Vice Chair of the governing body of Buckhurst Hill Community Primary School in Essex.

CEO/Chair's report

Welcome to Shian Housing Association's Annual Report for 2017-18.

It was always going to be a challenging four years for the social housing sector, as we adjusted to a second year of 1% rent reductions. However, the shock of the terrible fire at Grenfell Tower was far more profound.

In practical terms, we immediately set out to repeat all of our – already-compliant – fire risk assessments. We carried out some urgent work, planned a second phase of fire safety upgrades and introduced a zero tolerance policy to stop residents leaving their personal belongings in communal areas.

The fire came just days after we had taken the Board offsite to refocus on why we still exist and to think about how we can best meet the challenges of the current environment in social housing.

'Giving BME people equality, dignity and hope' resonated as our new core purpose, providing a powerful corrective to the drift we have experienced over the years, as successive Governments change the direction of housing policy.

However, we now also need a commercial engine to drive our social purpose. We are in an era where the social housing sector will increasingly rely on funding its development programmes through sales receipts, not grant or debt.

So, during the year, we used this thinking to re-evaluate risk and update our risk map. It also informed our annual update to Shian's Strategic Plan for 2016-20. Our plan remains to develop a significant number of new homes – mainly by making better use of our existing land and property.

On our behalf, the Sanctuary Group are already looking at plans for six schemes that would see us convert office space, build on unused or spare land, and build out and up around our own office base. Our initial plans – some already at the planning stage – would yield 25 homes, with many more to follow.

We are one of nine members in a major partnership between L&Q and BME housing associations, which aims to develop a

total of 400 homes over the next three years. We are also ready to take on up to 50 properties, leased from other providers, under schemes such as rent to buy.

In our 30th year, we remain proud of our strong social values, our roots in the community, our ambitious plans for the future, and the good quality homes we provide. This was also the year we completed our 10-year reinvestment programme, which has brought our existing homes up to enviable standards amongst similar landlords.

We would like to thank our Board and all our partners for their invaluable support during the year – and for their backing over the past 30 years.

Aaron Whitaker, Chair
Leslie Laniyan, Managing Director

October 18

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1990

In June, we take over the management of three hostels from two housing associations. They provide us with 22 bedspaces, which we initially use for ex-offenders and homeless young people who were formerly in care.

Restating our purpose

The Board reset our purpose, values and mission, during a powerful, offsite, strategy event in June 2017. This has helped us reconnect with our roots, at the same time as refocusing our work for a challenging future.

Our core purpose

Giving BME people equality, dignity and hope.



Inspirational

Helping BME individuals and families to unlock their aspirations and realise their capability.



Willpower

We are determined to be a thriving, black-led, role-model organisation.



Our mission

We are a nimble, responsive, black-led organisation that knows our tenants personally and offers a genuine, caring service. We understand and help tenants with their challenges, by providing a range of well-designed, quality homes.



Selfless

Willingly helping our tenants and other organisations that support and serve the BME community.



Family

An uncommon friendliness that makes you feel relaxed and comfortable.



Non-judgemental

We understand hardship and what it takes to overcome challenges. We won't judge you.




November 18

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**1991**

We take on our first permanent property, as a stock transfer from Sanctuary Housing Association – in King Edwards Road, Hackney.

**1991-92**

We get our first funding allocation from the Housing Corporation and use it to refurbish a home in Amhurst Road, in 1992. We convert our Bethune Road hostel to a women-only hostel and our Clapton Square hostel to male-only, reflecting funding changes.

Delivering great customer service

We genuinely value our residents and take pride in the services we provide.

Customers first

To improve our customer services, we set out on a two-year journey to change our culture.

When job roles became vacant, we recruited staff with strong customer service backgrounds, in preference to staff with just housing experience. We also began recording when staff go 'above and beyond' in their dealings with residents.

We saw some staff come and go, but we now have a good strong team and we are on the right track.

A better service online

We got the website redesigned, so that we could do more to promote Shian and make our policy and performance information more accessible.

We launched MyTenancy, as a link from the website. When residents register for this service, they can use the MyTenancy portal to check their rent account, report a repair, give us a compliment or file a complaint – at any time or day of the week.

Home visits

We continued using home visits to check on residents' well-being. We can signpost people to services offering financial and debt advice, as well as organisations that can help them save money and get better deals on their energy bills.

At the same time, we can check if their home needs repairing, or if we should include it in our programme of improvements. We can also make sure homes are not being sub-let.

Christmas hampers

We decided to show our older residents how much we value them, with the gift of a hamper last Christmas. The hampers had lots of goodies, including biscuits, tea, Shloer, coffee and hot chocolate.

We took more than 30 of the hampers out to residents aged 65 and over. Many were shocked and surprised, but pleased we had thought of them, while some were moved to tears.



December 18

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1994

Our 5th anniversary since becoming officially registered. By now we have 50 general needs flats and 27 bed spaces in the four hostels we manage for two housing associations. We have expanded across three boroughs, with homes in Hackney, Haringey and Islington.



1995

We develop our first new build housing scheme in our own right - 24 homes at the Pitfield street scheme. The first of these is also our 100th self-contained property. By the end of the year, we will have reached 200 homes.

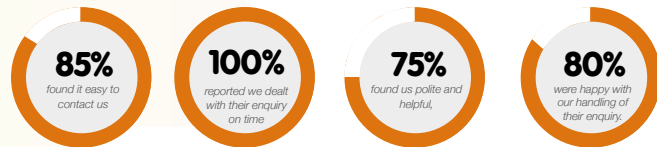
Learning from feedback

Net promoter score

We have a contract with Acuity to carry out ongoing survey work for us. Their service provides us with the valuable feedback we need about how residents view our services.

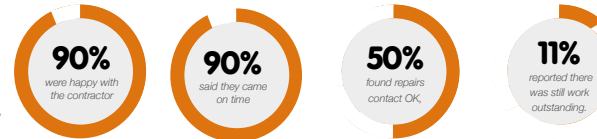
Acuity directly phones residents who recently had a repair done. They ask about the repair, other aspects of our service and whether the resident would recommend us to their friends and family. A 'yes' response adds to our net promoter score.

This year's reports showed that:



Our net promoter score on customer contact was 30%.

On repairs we could report that:



Our net promoter score for repairs was 48%.

We recorded 86% of tenants being satisfied with their latest repair.

Key performance indicators

In our first year of using new key performance indicators, we saw good improvements in some areas of performance.

- Your overall satisfaction with our services is now 81% - we are working to raise this, but it is already better than the median for our benchmarking group (75%).
- We reduced our rent arrears.
- We are making good plans to make the most of our properties and develop new homes.

The Scrutiny Panel

The Scrutiny Panel met twice last year to raise issues of concern to residents. We use this feedback to improve services.

Complaints

We dealt with 41 complaints in all last year, with 92% of these resolved on target.

The majority (24) related to repairs or contractors, with most being directed at our former gas contractor. This helped us to decide, with our landlord partners, to change to a new provider.

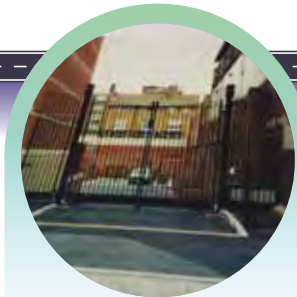
We got nine complaints about housing management, two about staff and one about estate services.

The five complaints we got about our policies came from people who were cross that we had removed their personal belongings from communal areas. However, we had been very clear about our zero tolerance policy following the Grenfell fire.



January 19

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1998

Death of our founder, Sam Symister. 'Brother Sam' was a local activist, who had the first hand experience of young black people getting caught in a vicious circle of unemployment, poor housing and crime. He saw that to break the circle, you had to provide housing.

We earlier paid tribute to Sam, by naming a new development of seven houses on Coronet Street, Symister Mews.

Gold standard repairs

We know that good, prompt repairs are your number one priority. We want you to value this service.

In line with our Gold Standard for repairs, we reduced our internal target times for completed repairs last year.

- Our internal target for urgent jobs was three days (down from five the previous year)
- Our internal target for routine jobs reduced from 20 days to 10 days.

In fact, our main contractors did even better than that. Over the year, the average urgent job was completed in under two and a half days. It took just over seven days to complete the average routine job.

In addition, almost 80% of repairs were completed during the first visit – efficient for us and more convenient for you. Better use of technology also meant that you needed to spend less time at home while we carried out inspections, as well as less time for the actual work.

During the year, we changed our gas contractor, following negative feedback from tenants about the previous company.

Repairs performance

In 2017-18, we carried out 533 day-to-day repairs. We spent £485,000 on these repairs, compared with £511,000 the previous year.

	Completed on target 2017-18	Completed on target 2016-17
Emergencies (within 24 hours)	100%	100%
Urgent (within five working days)	95%	97.6%
Routine (within 20 days)	96.5%	100%
Annual gas safety certificate	100%	-
Repair completed at first visit	80%	-

February 19

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1999

In our 10th year post-registration, we reach our 300th self-contained property. We now own 303 general needs homes and 14 of our own hostel spaces, as well as managing 81 units for other landlords.



2000

We have now moved to our own office at 76 Mare Street, giving us a secure base, with flexible space

Better, safer homes and estates

Fire safety

With the Grenfell tower fire on everyone's minds, we worked with our fire safety consultants to repeat all our fire risk assessments and carry out any urgent work recommended.

We can report that we have no blocks over six storeys and none of our blocks have cladding.

Some of the suggested improvements were less urgent, so in a planned phase 2, we began upgrading heat alarms situated in communal areas or linked to properties. We are also replacing front doors with composite equivalents. Composite doors have a fireproof core and a longer lifespan.

We introduced our zero tolerance policy to stop residents leaving their personal belongings in communal areas. We have also been working with local authorities to help them with their emergency planning.

Reinvesting in our properties

In the 10th and final year of our major works programme, we completed almost all of the work we set out to do. At the end of 2017-18, we just had one or two properties to work on, where residents had not given us access.

During 2017-18, we spent £1.1m on major repairs. We replaced:

- **28 kitchens**
- **28 bathrooms**
- **16 boilers, and**
- **renewed the electrics in 35 homes.**

Over the 10-year programme, we spent almost £8.9m. We have replaced every kitchen and bathroom over the past six years – a major achievement.

In the current year, we have started a new programme to replace windows. We have not got as far as we originally hoped, because we used some of the funding for our extra fire risk work.

March 19

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2004

In our 15th year post registration, we take ownership of the last of the homes we managed for other landlords.



2005

We launch the Makeda Weaver project – named after a six-year-old girl who had survived a gang shooting incident, along with her entire family, two years earlier.

The project, designed for us by Tony Soares, is an ambitious plan to work with gang members. We set aside 12 one-bed homes for this.

Giving you a better future: job support

We continued to support your efforts to become job-ready and find employment.

We now send out text messages and report on Twitter when we hear about jobs on offer.

As members of the London BME group, we also offer Shian residents access to a fully accredited and award-winning employability programme, which was originally developed for Arhag Housing Association by Olmec.

The programme offers six weeks of group learning and support, followed by four weeks in a guaranteed volunteer or work placement chosen by the individual.

The programme is free and open to any resident over the age of 16. It is designed to work for anyone, whatever their personal situation.

Most RISE graduates go on to change their lives by finding work or starting training.

For information on the next available programme, residents can email: RISE@arhag.co.uk

Work experience

We opened our office to adults needing work experience, who each spent around a month with us during the year.

We also provided good quality work experience placements for 19 young people from local schools and colleges.



April 19

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2008-9

Makeda Weaver reaches its peak, with a turnover of £500,000, and six, separate projects:

- hostels and flats for exiting gang members
- training for professionals
- school outreach
- support for young women suffering sexual violence and exploitation

- support for families at risk of violence, and
- work on the streets to diffuse community tensions.

Sadly, the recession will significantly scale back this work. We will focus in future on our hostel for ex-offenders and accommodation with support for Southwark Council's SERVE project (SERVE being Southwark Emergency Rehousing Victims of Violent Enterprise).

Giving you a better future: study grants

Six residents have now benefited from one-off grants of £500 towards their study costs.

Ms Jessica A from Reedham Close was in her third year of studying for a degree in International Business Management at Anglia Ruskin University. Jessica used the grant to buy a laptop, to be more mobile and so that she didn't have to compete with her children for use of the family's single desktop computer. Jessica is hoping to use her degree to develop a school for children.

Ms Debbie S from Moreland Street was in her second year of a degree in General Business at Anglia Ruskin University and found the grant very useful. Debbie also has children and cares for her mother. She would like to go on to become a qualified accountant.

Ms Najwa U from Joshua Court started a degree in Politics and International Relations at Westminster University last year.

Najwa used her grant to buy a much-needed laptop for studying. However, she later dropped out of university, finding that money problems and family demands were too much to manage. Najwa would like to run art exhibitions in future.

Ms Esther M from Linthorpe Road was in the second year of a course in Public Relations, Media and Marketing at Canterbury Christ Church University. She hopes to go into brand and artist management in future. Esther had a difficult year, as her Dad passed away, but she is glad she persevered. She used her grant to secure student accommodation closer to her university.

Mr Ron L from St Paul's Road was in the third year of a Law degree at Birkbeck College, University of London. Ron hopes to own multiple businesses in the future. The grant was really

important to him as he was very short of money. It allowed him to buy the study books and equipment he needed, and to take part in university events.

Ms Miriam A from Reedham Close was working in social care and in her final year studying for a BSc in Health and Social Care at London Metropolitan University, when she got her grant. She used it to buy a laptop. Miriam is still working and studying – this time for a further education masters degree.



Najwa J

May 19

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2009

Launch of our Training Centre, which goes on to provide City & Guilds and other courses for the wider community for the next eight years, from space above our Mare Street office. This project is a partnership with Hackney Learning Trust.



2010

We celebrate our 21st year post-registration, reaching our 400th property. On 27 January, Louis Julienne, the co-Founder of the Federation of Black Housing Organisations (FBHO) plants a time capsule for us at our new development, Reedham Close, in Tottenham. The capsule contains a history of both the BME housing movement and of Shian Housing Association. We will open it again on our 50th anniversary in 2039. We begin significant development again, after a pause of several years.

A fresh start for young people

Our well-respected Makeda Weaver project continued to support young people at risk of crime and violence.

We took back our eight-bedspace hostel in Hackney from One Housing Group last year and it is now being managed directly by our Project Manager, with the support of our Operations Manager. We also have two self-contained one-bedroom flats set aside for Makeda Weaver work.

During 2017-18, we saw a reduction in referrals to this accommodation from Southwark Council's SERVE* project. In previous years, we had taken over a dozen referrals but, last year, this dropped to just four. Under SERVE, we provide accommodation and additional mentoring support to young men looking for a safe way to leave gang life behind and restart their lives. Most SERVE referrals spend a minimum of 12 weeks with us.

With less work for SERVE, we had more space for the probation side of the Makeda Weaver project. We take referrals from Hackney Probation and Hackney Learning Trust for low-risk offenders aged 18-24. Hostel residents usually spend six months with us, while they gain basic life skills, and benefit from practical and emotional support. During the year, we housed 15 of these young people.

We are proud of these services because the rate of re-offending is very low for a project of this kind. Only one of our probation clients and one of our SERVE young people got into trouble while with us. Instead, 60% of our probation clients and all of our SERVE clients engaged with training or work.

***Southwark Emergency Rehousing Victims of Violent Enterprise**



Shian's Project
Manager

June 19

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2014

In our 25th year post-registration, we develop our first property for outright sale (a four-bedroom bungalow in Beauchamp Mews, Hackney) and our first shared ownership properties, at Joshua Court in Haringey, as part of the Sanctuary development consortium.

Meeting your tenant responsibilities

If you're reading this as our tenant, we provide you with valuable services, but we rely on you to meet the responsibilities you agreed to when you signed your tenancy agreement.

Rent payments

Paying your rent on time is more important than ever, as we manage the challenge of four years of rent reductions.

We made a significant difference to arrears levels for the second year running – getting arrears down to 3.26% from 4.5% the year before (and 5.58% in 2015-16). This reduced our arrears balance by more than £47,000.

Despite offering arrangements to people getting behind with their rent, we had to evict four households last year for rent arrears.

Former tenant arrears pilot

Some tenants try to avoid paying the rent they owe by moving away. In the past, we have sometimes found it difficult to track people down to recover this debt.

We have now joined with other landlords to try out a pilot scheme run by a specialist provider with an excellent track record. The service will provide us with training and install a system on our computers that helps to track people who have moved away and alerts us when they appear at a new address.

It also gives a mark out of five to say whether people are likely to be in a position to pay their debt – allowing us particularly to target people who can pay but won't pay.

Rechargeable repairs

We continued to recharge people:

- who called us out for repairs that were their responsibility, or
- who weren't in to give contractors access.

We introduced a new charge of £50 for people who left items in communal areas that we had to remove.

Anti-social behaviour

The majority of our tenants live in their homes without causing a nuisance to their neighbours.

However, we did have to look into several reports of anti-social behaviour during the year.

Social housing fraud

Sub-letting your home is illegal. People who do this risk losing their tenancy, being fined and possibly being sent to prison.

We have worked hard over recent years to track down and recover the homes involved.

During 2017-18, we were not told about any suspicious properties, but we will continue to watch this closely.

We are now members of Experian, which allows us to credit check applicants for our homes.

July 19

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2015

We now own 407 general needs homes, 48 flats for intermediate or affordable rent, 20 for people with mental health problems and/or former rough sleepers, 14 hostel bedspaces and six shared ownership flats.

We launch MyTenancy online services for residents.

We introduce a new 'customer first' culture, taking on staff with a customer care background, rather than a housing background.

In June, we procure our first joint gas contract, together with Arhag, Odu Dua, Westway, Apna Ghar and Tamil Housing Associations – using our combined strength to get a better deal.

Adding value through partnership

Last year, our partnership working with other similar landlords became even stronger.

We have worked on development projects with the Sanctuary Group for the past 20 years, but our plans are now much more ambitious. As our development agents, Sanctuary are working with architects on our behalf, to draw up feasibility studies at six of our existing sites.

- We will shortly begin converting a business unit at Reedham Close in Haringey into a two-bedroom flat
- At 1 King Edward's Road, alongside our Hackney offices, we have gone to planning with a scheme for four flats to be built at the back and above our offices
- At 14 Pembury Yard, in E5, we have gone to planning with a scheme to build a seven-storey block of 14 flats to replace an existing single cottage

- We are looking at plans to build a block of six flats at an under-used area of our Samuel Court estate in Pitfield Street, E1
- At Moreland Street in Islington, we are considering developing a single high-density block, together with our partners and co-owners, Apna Ghar and Arhag Housing Associations
- We are looking at potential schemes for Station Road in Haringey.

Meanwhile, we have also signed up to a partnership with L&Q and eight other BME landlords, which is projected to give us an additional 45 affordable homes and 20 private homes over the next three years.

We are still working closely with our partners in the BME Directors' Forum, which is helping us to share knowledge and experience, and get better value for money for goods and services.

We held a joint event in Victoria Park last summer for residents of Shian, Arhag and Spitalfields Housing Associations. Despite having the heaviest rain of the year, nearly 50 people attended.



August 19

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2016

In July, we begin letting a newly-converted three-bedroom house in Canonbury at market rent. The property had been used as short-life housing, but as a corporate let, in this expensive area of London, it raises a significant monthly income for our social housing work.

We make the first awards to the new Shian Scholarship Fund – giving four, one-off, study-related grants of £500 to tenants and their children.



2017

We develop and sell our first property – in Chatsworth Road in Hackney.

In June, we take key staff and Board members off-site for a three-day strategy brainstorming event. We reset the organisation's direction, with a strong re-commitment to our social purpose.

In July, we host a special dinner event for London BME housing association chairs and directors, which helps us to build our strong partnership working.

Efficiency and value for money

In our value for money work, we continued to look for competitive prices, efficiency that gets things right first time, every time, and the certainty that we are doing the right things.

The London BME Directors' procurement group has already helped us to secure savings. Last year, in addition to a new gas contract, we benefited from joint procurement of legal services.

By joining with our housing partners in a pilot scheme designed to help us track down former tenants who owe us money, we were able to save £6,000 on the normal cost of this training. We expect to see ongoing benefits, as we collect a higher proportion of former tenant debts into the future.

We demonstrated our efficient working by achieving an Investors in People Silver award during the year, showing our commitment to developing and retaining our staff.

We have been a member of the Acuity London benchmarking group since 2015, which allows us to rate our performance as one of 16 London-based housing associations, with fewer than 1,000 homes.

Our development plans are a key part of our value for money – making the most of our assets to fund new homes and pay towards our social investment work.

September 19

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2018

Managing Director Leslie Laniyan gets an MBE in the New Year's Honours List.

We complete phase 10, the final phase, of our 10-year reinvestment programme. Over the 10 years, we have spent almost £8.9m bringing our stock to really good standard.



2018

In our 30th year, we prepare to strengthen Shian's long-term future even further, by focusing on sweating our assets – making even better use of our resources. We are looking at a number of creative ways to develop new homes at existing sites.

Focus on performance

We provide and own outright:

- 438 self-contained general needs homes
- 14 bedspaces in two hostels, for single people in need of support
- 20 flats let as supported housing to people with mental health problems and/or former rough sleepers
- six shared ownership homes
- three homes under the Rent to Homebuy scheme, and
- 26 homes that we let at greater than social rents, but less than 80% of market rent.

Key targets

	2017-18	2016-17
Rent collected	102%	101.5%
Current rent arrears	3.26%	4.5%
Rent loss from properties standing empty	0.74%	0.93%
Management cost per home	£1,332	£1,324
Total repairs and maintenance cost per home	£2,198	£3,386

Lettings

The average time it took us to re-let our general needs properties was 72 days.

Over the year, we let eight homes.

Balance sheet

For year ended 31
March 2018

	2018		2017	
	£	£	£	£
Fixed assets				
Housing properties		46,855,478		47,006,876
Other fixed assets		674,866		837,127
Investment properties		1,965,000		1,050,000
		49,495,344		48,894,003
Current assets				
Debtors	363,337		391,287	
Cash at bank and in hand	1,472,844		808,112	
	1,836,181		1,199,399	
Creditors: amounts falling due within one year	(1,703,036)		(1,419,762)	
Net current assets / (liabilities)		133,145		(220,363)
Total assets less current liabilities		49,628,489		48,673,640
Creditors: amounts falling due after more than one year		(40,294,128)		(41,024,712)
		9,334,361		7,648,928
Capital and reserves				
Share capital		13		12
Income & expenditure reserves		9,334,348		7,648,916
		9,334,361		7,648,928



Statement of Comprehensive Income

For year ended 31
March 2018

	2018 £	2017 £
Turnover	4,071,087	3,969,238
Operating costs	(2,790,120)	(2,486,056)
Surplus on disposal of fixed assets	163,336	28,510
Operating surplus	1,444,303	1,511,692
Movement in fair value of investment properties	795,266	630,002
Interest receivable and other income	-	73,785
Interest payable and similar charges	(554,137)	(538,317)
Surplus on ordinary activities before taxation	1,685,432	1,677,162
Taxation on surplus	-	-
Surplus on ordinary activities and total comprehensive income for the year	1,685,432	1,677,162



The Board of Management



**Aaron Whitaker
(Chairman)**

Aaron has been self-employed since 1991 and is currently Managing Director of an international software company called AgentFile Ltd.



**Terry Rocque
(Vice-Chair)**

Terry is a Director with a management consulting organisation. He holds an MBA (Marketing) and a BA in Computing. Terry has previously worked as a housing manager for a local authority and as a director for a Registered Provider.



**Bolade Odewale
(Treasurer)**

Bolade currently works as a Team Leader in a local authority housing needs department. She holds ACIB (Banking) and MBA (Finance) qualifications.



Lexanna Anderson

Lexanna has a number of years' experience within the housing sector and previously worked in the income management department of a large mainstream housing association.



Sandra Brown

Sandra is a senior legal secretary, having worked in several top city law firms over the past 20 years. She is the Chair of Odu-Dua Housing Association and a trustee for Barnet Citizens Advice Bureau.



Vernon Clarke

Vernon is a retired principal policy officer working in tenant participation. He has an LLB(Hons) qualification and is also the author of *Getting Black Tenants Back*. Vernon's work focuses on tenants' rights and housing management.

The Board of Management



Anton Kumar

Anton is a civil/structural engineer. He holds an MSc (Structures) in structural engineering, a BE(Civil) degree, is a Chartered Engineer (CEng) and a member of the Institute of Civil Engineering (MICE) and the Association for Project Management (MAPM).



Dr Bola Odepidan

Bola is Training Director with Housing Advocacy, which is an international regeneration, renewal and training organisation.



Vera Tama

Vera worked for a local authority in different capacities, including Race Relations Supervisor, Housing Estate Manager, Homelessness/Housing Needs Officer and Housing Advisor. Vera holds a Post Graduate Diploma in Housing Studies from South Bank University.



**Leslie Laniyan
(Executive Board Member)**

Leslie has been the Managing Director of Shian Housing Association since 1989. He is one of the most experienced chief executives of a Black and Minority Ethnic housing association.



**Indran Thavendra
(Executive Board Member)**

Indran has been Shian's Finance Director since 1992. He is on the Board of Apna Ghar Housing Association (where he is also Treasurer), and a general Council member of the Standing Committee of Tamil Speaking People.



Shian Housing Association

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