

SHAHEEN ADAMS - CURRICULUM VITAE



PERSONAL PROFILE

Gender: Male
Race: Coloured/Mixed
Date of Birth: 25th October 1980
ID number: 801025 5214 083
Marital status: Divorced
Number of children: 3
Place of residence: Lansdowne, Cape Town
Website: www.wingapo.co.za
Email: wingapogroup@gmail.com
Telephone: 072 435 3255

PROFESSIONAL PROFILE

Property industry executive with more than 8 years of executive level experience reporting at Board level, and more than 12 years managerial experience. My experience spans the private, government and NPO sectors at the executive level. Appointed as one of South Africa's youngest ever Chief Directors, heading up the Western Cape Provincial property portfolio at age 32, responsible for a team of 120 people and assets in excess of R100 billion. Currently pursuing entrepreneurial property development and private property strategy consulting.

My core competence is leading and motivating teams of talented and skilled specialists towards the achievement of shared business goals and objectives, while maintaining and growing relationships with key stakeholders.

CORE SKILLS

General

- Leadership and management of diverse and skilled teams of people
- Business strategy development
- Financial management and financial strategy
- Strategic stakeholder management and public relations
- Corporate governance, legislative compliance, and risk management
- Driving new business development
- Business process and standard operating procedure development, optimising and auditing

Property asset management, investment and development

- Acquisitions and disposals of property
- Government processes and legislation at all 3 spheres of government
- Asset management and capex lifecycle management
- Property strategy, finance, budgeting and optimising profitability of property portfolios
- Client briefing and handover of development projects back to client
- Market research to guide development, acquisitions, disposals, and leasing
- Sales and marketing processes of various development types
- Land use management facilitation for development: re-zonings, subdivisions, consolidations and other development rights
- Facilitating valuations, EIAs, TIAs, architectural drawings, SDP development, engineering reports, and geological surveys
- Maintaining relationships with institutional and private investors
- Coordinating between professional teams for report back to client
- Inclusionary and social housing legislation and policy
- Legal and court proceedings

CAREER SUMMARY

Jan 2019 to present

Wingapo Property Group

Managing Director

Outline

Ventured into private property development and consultancy with the goal of developing residential property in the affordable market. My main focus is developing residential walk-ups, while doing consulting work in the interim to keep cash flow running while projects are being sourced, packaged and brought on-stream. I've partnered with Elemental Property Developers, a high-end residential developer who sought exposure to the affordable residential market.

Key responsibilities

In the development business

- Liaising and coordinating with broker communities and land-owners to source land opportunities
- Drawing up feasibilities/financial modelling for prospective projects
- Approaching listed and unlisted property fund options as potential off-take buyers
- Working and briefing architect on project design and SDP layouts
- Managing town-planners to effect re-zonings and any other land-use enablement
- Maintaining relationships with potential investors and bankers

In the consulting business

- Guiding and structuring the rezoning and development process of the Cape Town Drug Counselling Centre for their Observatory head office
- Developing a confidential investor-interest programme and approach for Oceana Group for their Hout Bay Facilities

- Sourcing potential clients for UWC's Bellville Medical Campus facility
- Developing a leasing strategy for Capitalgro for underperforming assets
- Developing and implementing an investor strategy for Capitalgro Atlantic's Portugal-based Venture Capital Fund
- Performing a building condition audit and 10-year capital maintenance programme for Open Society Foundation for South Africa (OSFSA)
- Asset management advisory services for OSFSA

Key achievements/projects

- Secured and negotiated a development partnership
- Sourced consulting clients such as Oceana Group, University of the Western Cape, George Soros' Open Society Foundation for South Africa, Capitalgro Property Fund and Capitalgro Atlantic
- Provided guidance into highest and best use development possibilities for Oceana Group for certain property assets
- Sourced three potential investment partners in a private investor sourcing process for Oceana Group for certain property assets
- Developed and implemented an investor sourcing strategy for Capitalgro Atlantic (approaching in excess of 100 potential sources) for the launch of its Portugal-based venture capital fund
- Solved several confidential property ownership and property strategy problems for Open Society Foundation for South Africa
- Sourced several prospective mini-mall concept clients for UWC's Bellville Medical Campus

Jul 2015 - Dec 2018

Communicare

Executive Head and EXCO member, Asset Management

Outline

Leading a diversely skilled team of 28 people, I was responsible for the asset management of 3500 market-related and social housing residential units, valued in excess of R2bn, as well as its commercial portfolio. I reported directly to the CEO as well as the Board, and also to the Board's Property Development and Investment (PDIC), Audit and Risk, Remuneration, and Social and Ethics sub-committees. I was a member of the PDIC which evaluated and approved all development projects pursued by the organisation.

Key responsibilities

- Asset and portfolio management
- Design contributions into development projects
- Maintenance and infrastructural capital expenditure programmes
- Ensuring developments complied with Social Housing legislation
- Rental collections and debtor management
- Legal and court proceedings for evictions
- Property budgeting and financial management
- Operations and human resource management
- Developing Property Strategy – 3-year strategy including new business model
- Approving of development projects, acquisitions and disposals
- Stakeholder management with the Board, regulatory bodies, political leaders and government entities
- Implementing Social Housing in line with legislation

Key achievements/projects

- Redesigned the business model to enable cross-subsidisation between profit-making properties and loss-making Social Housing properties
- Increased rental revenue over 50% from approximately R60m/annum in 2015 to R100m/annum in 2018 through development of the Rental Adjustment Programme
- Achieved rental collection rates in excess of 99%
- Bad debt write-offs kept below 1%
- Achieved improvement of more than 10% in the profitability (cost/income) ratio
- Restructured the department from 40 staff to 28 in order to achieve operational efficiencies
- Designed and implemented a rebate/concession system of R1m per annum. The programme benefits between 800 and 1000 SASSA pensioners per annum and provides an additional R250K in benefit to those of any age experiencing short-term financial difficulty.

Sep 2012 - Jun 2015

Western Cape Government

Chief Director and EXCO member, Immovable Asset Management

Outline

Leading a team of 120 people and 4 departments, I was the head of the Western Cape Government's immovable asset portfolio exceeding R100 billion, and implemented the Government Immovable Asset Management Act (GIAMA) within the province. I reported to the Head of Public Works and frequently to the MEC for Transport and Public Works, and was accountable to the Provincial Parliament.

Key responsibilities

- Asset management, development facilitation, strategy and planning of R100bn government portfolio
- Acquisitions and land-use approvals to enable hospital, clinic, and school developments
- Managing hand-over to client and facilitating development progress between client and implementing agent
- Portfolio re-generation of surplus land and buildings to enable cross-subsidisation of core areas such as education and health

Key achievements/projects

- Implementing asset management processes to improve portfolio performance
- Conceiving of and preparing the Conradie Hospital site for mixed-use development that will enable 3500 residential units
- Introducing and implementing portfolio performance benchmarking
- Restructuring the department from 120 people to 85 people to consolidate departments and improve operational efficiency
- Streamlined all business processes and standard operating procedures
- Established strong relationships with Department of Health and Department of Education leadership to enable more effective acquisition and land-use processes for hospital, clinic and school developments

Outline

Responsibility for finance and investment planning for the Immovable Property Planning of the City of Cape Town for its portfolio valued in the tens of billions.

The main purpose of the role was to for the first time, develop and implement an immovable asset management strategy and plan for the City of Cape Town's property portfolio.

Key responsibilities

- Developing asset management plans for various property types and typologies
- Providing direction into City's 5-year Integrated Development Plan (IDP), aligning with spatial planning programmes
- Aligning property asset management plans to wider PPE (Property, Plant and Equipment) management plans
- Liaising with Mayor, City Manager, and top management across all City departments for change management and adoption of asset management principles
- Researching macro-economic trends to guide decision making
- Stakeholder management with provincial and national counterparts
- Providing guidance on highest and best use potential across the portfolio
- Driving strategic property planning around IRT (Integrated Rapid Transport) routes

Key achievements/projects

- Designed and implemented an asset management model standard throughout the City of Cape Town's departments, aligned to global ISO and PAS 55 standards
- Defined and clarified roles of custodianship and user-ship to ensure that properties are always effectively utilised
- Researched macro and micro-economic property trends to guide strategic property decision making
- Proactively aligned the City to national and provincial government asset management legislation
- Incorporated property asset management approaches into the City's 5 year Integrated Development Plan (IDP)
- Achieved political and administrative buy-in and 100% adoption of the asset management model

Outline

Portfolio management of a commercial sectional title portfolio valued in excess of R2 billion. Led the business turn-around of a dysfunctional property portfolio acquired from a major listed property company into surplus within 3 years.

Key responsibilities

- Portfolio management and sectional title management
- Maintenance and CAPEX planning for portfolio and building condition audits all properties
- Financial management and budgeting
- Managing relationships with commercial trustees
- Ensuring legislative compliance to all aspects of sectional title legislation

Key achievements/projects

- Financially revived a dysfunctional portfolio back to profitability in under 3 years
- Stabilised and restored the dysfunctional property contracts bought in with zero lost business
- 3 salary adjustments within a 12-month period based on excellent performance

Jan 2003 - May 2007 | **Afriforesight**
General Manager/CEO

Outline

Initially GM and then CEO of African Foresight Network (Afriforesight), a start-up economic services business that assisted companies with long-term strategic planning, by utilising resources from the Bureau for Economic Research (BER) and the Institute for Futures Research (IFR), two non-profit institutes associated with Stellenbosch University.

Key responsibilities

- Developing and leading the sales and marketing function
- Recruitment of new staff
- Design of business structure, and building detailed job descriptions
- Business operations
- Financial management and accounting
- New product and service development
- Client service management

Key achievements/projects

- Oversaw the doubling in growth of the business in revenue and profits over my tenure
- Created business processes and SOPs that enabled the business to grow from 3 employees to 7 at time of my departure
- Successfully marketed in excess of 20 economic services packages to JSE listed companies
- Created a prospective client database by meeting with JSE-listed CEOs and MDs
- Stakeholder management between the University (the service provider), and the client (mostly JSE listed companies)

BOARD POSITIONS

December 2019 to current | **Peninsula School Feeding Association (PSFA) NPC**
Board Member

Proud board member of the PSFA. 7 437 697 meals served to children from impoverished communities during April 2021 thanks to the great work done by our team.

November 2019 to current | **The Property Foundation NPC**
Board Member

Proud board member of the Property Foundation, a philanthropic effort jointly formed by Peter Golding (of the Pam Golding Group), and Gary Fisher (Executive Chairman of Capitalgro Property Fund)

EDUCATION: DEGREES AND SCHOOLING

1994 - 1998 | **South African College School (SACS) – Established 1829**
English (HG)
Afrikaans (HG)
Mathematics (HG)
Science (HG)
Biology (HG)
Xhosa (HG)

1999 - 2002 | **University of Cape Town (UCT)**
Bachelor of Business Science Honours (B.Bus.Sc)
Economics and Marketing (Honours)

2007 - 2008 | **University of Cape Town (UCT)**
Master of Science (M.Sc)
Property Studies (Masters)

EDUCATION: COURSES

2007 | **University of Cape Town (UCT)**
Property Development (30 hours)

2008 | **Pam Golding Group**
Real Estate Selling Programme

UNIVERSITY AWARDS AND HONOURS

2008	National Research Foundation (NRF) Merit scholarship for excellence
2008	University of Cape Town (UCT) Merit scholarship for excellence
2009	Golden Key Honour Society Awarded membership (Top 15% global university achievers)

REFERENCES

Available on request