

Celebrating 100 pioneering years



Women's Pioneer Housing
Annual Review 2020

Our Vision

Making a positive difference to women's lives.

Our Mission

We provide homes and services which offer a springboard to independent women to achieve their potential. We aim to influence others to do the same.

Our Strategic Objectives

- Providing high quality homes and services
- Supporting our residents' independence and well-being
- Growing locally to provide more homes
- Being a leading voice for women's housing
- Developing our organisational strength

Our front cover shows **Gwen Winterson**, a Women's Pioneer resident until her death in 2001. In an interview shortly before she died, Gwen spoke of how important her home had been to her and how much she enjoyed being part of a lively and fun community of women.

Gwen recalled:

"Ours was the very best landing. My neighbour Joyce had a wind-up record player and every Sunday morning she'd play Harlem. The minute we heard it, we rushed out in our petticoats to dance around the landing."

About us

Women's Pioneer Housing (WPH) was founded in 1920 by women and men who understood the link between providing women with good quality affordable accommodation and the wider fight for women's suffrage and independence.

A century on, gender inequality remains a huge issue. The need for an organisation that understands and champions women's housing needs has never been more relevant.

WPH continues to provide good quality, safe and secure homes for women who struggle to find housing in the private sector.

We currently own over 1,000 properties in West London. Most are studio or one-bedroom flats in large converted Victorian or Edwardian buildings, many of which are listed or in Conservation Areas.



757

General needs homes

90

Leasehold properties



182

Homes specifically for older women (60 - plus)



17

Market rent homes

Foreword from our Chair and Chief Executive



Kim Vernau
Chair



Denise Fowler
Chief Executive

2020 was Women's Pioneer Housing centenary year. We were planning a year of celebration and reflection, honouring our founders and early tenants while considering the extent to which their bold ambitions had been realised. Instead, 2020 will be remembered as the year Covid-19 swept the world, leaving no individual unaffected, no country insulated from its impact, and many businesses irrevocably changed by the economic havoc the pandemic unleashed.

Covid has had a considerable negative impact on gender equality. Women are the majority of those working in the NHS, education and care sector, having to tackle some of the toughest jobs during the pandemic.

Women have also borne a heavy burden at home, having increased responsibilities for care and housework. They have also been disproportionately affected by furlough and redundancies e.g. in the hospitality, retail and travel industries.

Domestic abuse has increased hugely. The home has been a very unsafe place for a great many women during lockdowns. WPH's role in providing safe, secure, affordable homes for women has never been more important.

We would like to extend our personal thanks to all our staff for their dedication, resilience and flexibility as they continued to deliver excellent services our residents expect. Thank you also to our Board who have been a source of support, advice and constructive challenge throughout the year. We would also like to thank our Resident Engagement and Scrutiny Panel members who continue to give their time to ensure we focus on the issues that matter to residents.

Of course, none of our achievements would be possible without our residents, so thank you for making Women's Pioneer Housing what it is today. We hope to celebrate with you all at our Founder's Day celebration in October.

A word from our Resident Engagement and Scrutiny Panel Chair



Andrea Fraser

Chair of the RESP

As a resident of WPH for 24 years, I am delighted to be involved with our Resident Engagement and Scrutiny Panel (RESP).

I hadn't realised until recently how involved residents can be in decision making at WPH. Since joining the RESP, I have enjoyed meeting staff of WPH and fellow residents at our monthly meetings.

It's very interesting to be involved and seeing how the wheels turn within the organisation and how busy the staff are working behind the scenes.

I have enjoyed the meetings and, when a Chair was needed for the forthcoming meetings, I raised my hand and volunteered my services!

I am looking forward to volunteering further and attending meetings and seminars held by WPH for RESP, and representing the residents of WPH as far as I am able.

In September 2021 (Covid-19 permitting) we plan to host a Resident Action Forum to discuss anti-social behaviour and allocations, with a view to helping residents and staff work together to tackle these issues. Details will be published in Pioneer Press, so I look forward to seeing as many residents as possible at this event.

Resident voice

Residents are at the heart of everything we do.

67%

of residents felt we listened to, and acted on, their views (60% in 2019)

Our resident engagement strategy recognises that the extent to which residents want to be involved varies.

LEAD

Our resident Board members (two in 2020) and an active Resident Engagement and Scrutiny Panel (RESP) ensure the resident voice is integral to strategic decision making.

RESP members have also joined a Board Resident Involvement Working Group (RIWG) to make recommendations to the Board to further increase resident involvement in WPH. The RESP and RIWG met virtually this year.



The RESP helps develop our resident engagement strategy, reviews resident feedback and complaints, and scrutinises different areas of our services. Over the past year the RESP reviewed our repairs service and the key theme was communication. As a result, we have taken action to ensure residents are updated on the progress of their repairs or planned maintenance and about any issues such as a delayed contractor. All staff have received customer service training and the repairs team is being expanded.

COLLABORATION

Residents and staff worked together to co-create policies e.g. our allocations and lettings policy. Residents also took part in recruitment, contractor evaluation, complaints panels and the production of our Pioneer Press newsletter.

The RESP is currently planning a series of Resident Action Forums (RAF), open to all residents. The first RAF is due to be held in September 2021. This will explore policies and procedures for anti-social behaviour and allocations.

CHIP-IN

Early in 2020 we continued to hold our usual activities e.g. our 'Meet the Manager' sessions. Residents also contributed to the consultation for our proposed new development at Wood Lane. A focus group on design was well-attended and informed our final design choices. Some of our usual in-person consultation activities were paused during lockdown restrictions. Instead, residents were consulted on issues by email or post. Our resident voice email consultation group has grown to include 25% of our residents.

FEEDBACK

Every year we commission an independent organisation, Acuity, to conduct quarterly telephone surveys. This year 40% of our residents were surveyed and resident satisfaction increased in all areas.

BE AWARE

Communication has been more important than ever this year. The Pioneer Press editorial board have worked hard to include articles on issues of interest to residents.

Alongside updates about WPH services the newsletter has included articles on domestic abuse, the Windrush scandal and Black Lives Matter

movement. Articles about our history have also been a key feature in this, our centenary year. We carried out a consultation this year to see if residents still found the hard copy newsletter useful. We had over 200 responses and all were overwhelmingly positive.

The WPH website has also been updated and made more resident-focused. We sought feedback from RESP members before it was launched and, again, this was overwhelmingly positive. A pop-up on the home page also seeks continuous feedback from residents to allow us to continue developing the site.

"I like the fact they give autonomy to women to be able to afford to live independently"

"I like the positive changes with the new CEO. She is very interested and involved with the tenants. It is much better and makes me proud to belong to this housing association."

Providing high quality homes and services

HIGH QUALITY SERVICES

81%

of our residents were satisfied with our overall service in 2020 (77% in 2019)

Despite the unforeseen challenges of the coronavirus pandemic, along with Brexit, we continued to provide high quality services, changing the way we worked to protect our residents and staff.

Frontline teams continued to provide essential in-person services, supported by our office-based staff mostly working from home. We invested in new technology and a new website to facilitate these new ways of working.

We risk assessed all face-to-face meetings with residents, and all staff and contractors were required to follow Covid-19 safety guidance and wear appropriate personal protective equipment. When one contractor's refusal to wear a mask was reported, we stopped using their firm.

REPAIRS AND MAINTENANCE

We continued carrying out essential repairs throughout the year. Some contractors stopped trading for a while, others had staffing difficulties and supply chains were disrupted.

We began trialling a new dynamic purchasing system for repairs, Plentific. This gave us access to many more contractors for responsive repairs and helped us manage problems quickly. As a result, 99% of repairs were completed on time (compared to 97% in 2019).

We also continued our gardening services, in recognition of the importance of gardens when travel elsewhere was limited.

83%

of our residents were satisfied with our repairs and maintenance service (74% in 2019)

99%

of responsive repairs were completed within target

90%

of repairs were fixed on first visit



Providing high quality homes and services

HIGH QUALITY HOMES

74%

of residents were happy with the quality of their home (70% in 2019)



We have continued our improvement and cyclical maintenance programmes this year. Some works were paused or delayed due to Covid-19 risks, contractor closure or staffing difficulties. We also had some supply issues e.g. the closure of our kitchen supplier during lockdown. However, given the challenges, significant progress has been made.

In 2020, we fitted:

69

new kitchens
(compared to 36 in 2019)



“I love my new kitchen. It was great to be involved in choosing the design and colour scheme.”

56

new bathrooms
(compared to 30 in 2019)

“I liked their new project to renovate the kitchens and bathrooms.”

ANTI-SOCIAL BEHAVIOUR

64 days

On average, anti-social behaviour cases were closed in 64 days in 2020 (40 days in 2019)

Anti-social behaviour and neighbour disputes increased due to the pandemic. With so many people spending much more time at home this was perhaps inevitable. Often neither party was being unreasonable e.g. people valued quiet while working from home but children also needed to play. However, we did have some serious issues where we sought emergency injunctions and took possession proceedings to prevent the behaviour – and, if necessary, to evict the perpetrators. Court backlogs were a real challenge, so often we could not get court orders as quickly as they were needed.

However, we were successful in some cases and are persevering with others. We are very grateful to those residents prepared to make statements to support legal action. We have also introduced a new 'Good Neighbour Policy' to support the resolution of neighbour disputes which do not constitute anti-social behaviour.

SAFETY FIRST

100%

of our homes have up-to-date health and safety certificates and risk assessments

Residents' safety remains our top priority. All our homes have up-to-date certificates and risk assessments for gas, fire, electrical, asbestos and legionella.

Regular monitoring and new agile technology have enabled us to flag up and react quickly to resolve any health and safety issues.

Our biggest challenge has been at our Older Women's Scheme in Dain Court, where an issue with fire stopping required extensive works. Works are due for completion in summer 2021 and, in the meantime, a waking watch has been employed to ensure residents' safety.

“They are an excellent organisation. They work very hard to offer the best service they can. I feel they go far further than providing buildings. It is the human element that they do so well.”

Supporting our residents' independence and wellbeing

In 2020:

88%

of our residents felt that their home supported their independence and wellbeing (83% in 2019)



We rolled out a new independence and well-being policy in 2020, focusing on strong partnership working to achieve the best outcomes for our residents.

During the pandemic our team made over 4,000 welfare calls to residents. Where needed we provided practical support.

In the first lockdown we ensured residents who were shielding received their food parcels, arranged for food deliveries through Helping Hands, a local volunteer agency, and helped people access online shopping.

We liaised closely with health services, local councils and other agencies to help anyone in need of extra support. Many of our residents supported each other through their strong friendships and support networks.

Our Financial Inclusion Officer also supported residents, including those who were furloughed or made redundant, to obtain their entitlement to welfare benefits.

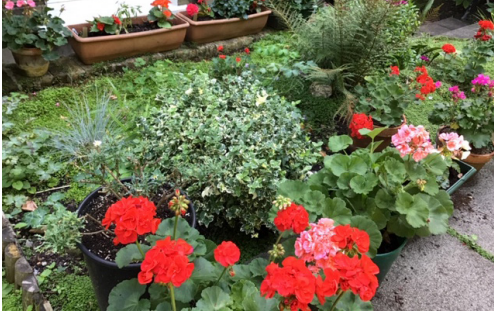
In one case a resident received over £7,000 backdated Personal Independence Payment.

“They have been amazing and the Financial Inclusion Officer was very helpful when I lost my job”

At the beginning of 2020 our usual activities (including art classes, line dancing and yoga) were in full swing but these activities had to be paused due to the pandemic. Our annual Art Exhibition and Gardening Competition continued virtually, attracting some fantastic entries.



Aramatou Toure and her art called 'Memory: Crying Dance of River', presented at WPH Art Exhibition 2020



PERSONALISED HEALTH AND SAFETY

As well as our regular fire risk assessments, we also carry out person-centred assessments for residents requiring additional support in the event of a fire.

This allows us to respond appropriately e.g. providing vibrating pillows as an alarm for residents who are hard of hearing or misting systems to manage specific risks.



Stella Hunt working in Dain Court communal garden, winner in its category of the Gardening Competition 2020

We also continued publishing our quarterly resident newsletter Pioneer Press, including our centenary edition commemorated with a commemorative brooch. We plan to resume our usual calendar of events in the autumn of 2021, subject to Covid-19 guidance.

“I’ve been a resident since the ’70s so for me it was a life saver, being able to live in London at a reasonable cost.”

TACKLING DOMESTIC ABUSE

We are dedicated to providing safe, secure homes for women. As one of the first UK housing associations to join the Domestic Abuse Housing Alliance (DAHA), we constantly seek to improve our response to such abuse.

We work closely with agencies which support women fleeing abuse or trauma. These include Solace Women’s Aid, the Iranian and Kurdish Women’s Rights Organisation, London Cyrenians, St Mungo’s and the Richmond Fellowship. We offer 25% of our vacant properties to these organisations.

“The signposting to other agencies that can help and support us is good.”

Growing locally to provide more homes

“The facilities proposed offer opportunities not just for well appointed, light and comfortable homes, but the inclusion of facilities to encourage communal socialising is commendable.”

“The proposal for 80 high quality homes is an exciting and essential development in West London and I fully support it.”

As London’s largest specialist housing association for women, we remain committed to playing our part in addressing the capital’s pressing need for safe, affordable homes.

In December 2020 our Board agreed a new development strategy setting a target of achieving 10% growth over the next five years.

This will include diversifying our housing further to potentially include affordable, intermediate or London Living rent.

AMBITIOUS PLANS

Having applied for planning permission in 2020 for our proposed major development at Wood Lane, discussions with the local authority are ongoing.

This, our most ambitious scheme for many years, will be funded by us leasing part of the land to housing developer HUB for a co-living scheme, in return for the building of 80 one-bedroom flats and a new office for WPH on another part of the site.

TAKING SHAPE

In September we started work on building nine new homes for market rent. These are being created by constructing an extra storey at our Norman Court flats. The profit from these homes helps fund improvements to social housing residents’ homes. Although the pandemic delayed the start of work on site, the development is due for completion in December 2021.



Being a leading voice for women's housing

2020 was a special year for Women's Pioneer Housing, as we celebrated our centenary and all that we have achieved over the last 100 years.

As well as being a time of reflection on our history, it also shone a spotlight on the continuing importance of an organisation such as ours to help meet women's housing needs now and in the future.

WHY WE ARE STILL NEEDED

Women continue to face significant disadvantages, with the ongoing gender pay gap and women's under-employment particularly high in London.

On average, women still earn less than men in Britain.

House prices and private rents are outside the reach of most women, especially single women.

- There is no region in England where private rented housing is affordable (less than a third of a household's income) on women's median earnings.
- Men's median incomes make private rented housing affordable in all regions except London. The South East and the South West. Housing is still much less affordable for women in every region.

Domestic abuse remains a leading cause of homelessness for women. The Domestic Abuse Act 2021 is a major step forward. For the first time single women made homeless as a result of domestic abuse will be deemed to be in "priority need" for accommodation secured by local councils. We will be working with local authorities to help them meet their new duties.

Covid-19 has exacerbated the financial inequalities faced by women in the UK:

- 52.1% of women were put on furlough between March and August 2020. An estimate of 133,000 more women were furloughed than men across the UK.
- The female employment rate fell from a record high of 72.4% to 71.8% as a result of the pandemic.
- Domestic abuse rose sharply during the Covid-19 pandemic. For many women home was a very unsafe place to be as they were locked in with their abusers.

(Figures from the House of Commons Women and the Economy 2021, Office of National Statistics, Women's Budget Group 'HMRC data prompts concern of 'gender furlough gap' and 'A Home of Her own' reports)

IN THE SPOTLIGHT

WPH residents, staff and Board members have spoken virtually at nine events over the last year, including conferences and seminars for the National Housing Federation, Chartered Institute of Housing, Affordable Housing Network, Placeshapers, Houseproud, Black on Board, Insurance Supper Club and De Montfort University.

Our Chief Executive Denise Fowler also spoke on BBC Radio 4's Woman's Hour, talking about WPH's roots in women's suffrage and whether women's housing needs have changed much over the last century.

As well as revamping our website, we have increased our engagement through social media and had nine articles published about WPH in publications such as Inside Housing.

The Women's Housing Forum, which we founded and co-chair, has over 200 members. The Forum ran a number of events on women and housing this year. Our Chief Executive spoke at a forum event focusing on women and homelessness. Our History Project Lead Lottie Whalen spoke at a Forum event on women's involvement in the development of social housing.

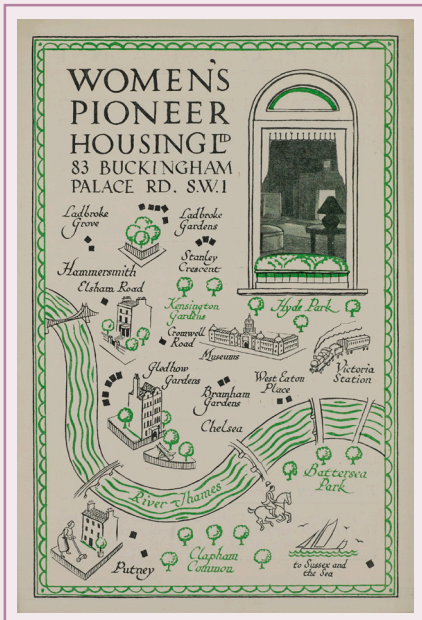


Zaiba Qureshi and Denise Fowler The Women's Housing Forum co-chairs

Pioneering Courage – Our story

Women's Pioneer Housing (WPH) was established in 1920 by a group of suffrage and housing campaigners led by Anglo-Irish suffragist Etheldred Browning.

Its mission was “to cater to the housing requirements of professional and other women of moderate means who require distinctive individual homes at moderate rents”.



Women's Pioneer Housing Prospectus 1930

“The word ‘home’ generally conveys the idea of a husband as being attached, but because a woman supports herself and stands more or less alone, is this any reason that she must spend her days in a hostel or a bed-sitting room, and never arrive at the dignity of a home?”

Etheldred Browning,
‘Women and Homes’, The Vote
11th March 1921



Denise Fowler, CEO of Women's Pioneer



Research volunteers from the University of the Third Age and WPH staff at the exhibition

In our centenary year we continued to work with our partners to highlight our history and its continuing relevance to women's fight for equality today, despite having to cancel many planned events due to the pandemic.

The fascinating history of WPH was showcased in our 'Pioneering Courage' film and exhibition, which have been warmly received.

The project, funded by the National Heritage Lottery Project, was extended until July 2021 in light of the past year's restrictions. An online interactive exhibition is nearing completion.

The film and exhibition – 'Pioneering Courage: Housing and the Working Woman, 1919-1939' – looks at the links between housing, feminism and the fight for women to gain independence after winning the vote.

The exhibition tells the inspiring stories of many of our founders and early tenants. A few details are included here but much more information is available on our website.

Pioneering Courage – Our story

OUR FOUNDERS

Etheldred Browning

was the driving force behind the establishment of WPH. A suffragist from Dublin, she had long campaigned for women's rights, the vote, housing for independent women and to improve working conditions and pay for women. There is only one known photograph of Etheldred, at a suffrage meeting in Dublin. She is circled in the image right.



Portrait of Helen Alexander Archdale (nee Russel), by Lafayette (1928)
© National Portrait Gallery, London

Helen Archdale

was a radical suffragette who was arrested and imprisoned for the cause. She was the editor of the suffrage magazine Time and Tide. She was one of WPH's founders and remained on the Board for many years



Ray Strachey

was a leading suffragist, author, journalist and political campaigner. As a WPH Board member, she is credited with saving the organisation from bankruptcy.

“I love the history of it, so that women would be the tenancy holders. We have a good sense of community here”

OUR EARLIEST RESIDENTS



Violet Olivia Jarret

lived at 167 Holland Park Avenue. She ran a millinery business and in 1932 she was caught up in a minor scandal smuggling hats into Britain imported from France.



Gertrude Leverkus

was one of the first women to qualify as an architect in the UK. In 1923 she was appointed to undertake the conversion of WPH properties into small flats for single women. She became a WPH tenant in 1930 until her retirement in 1960.



Ivy Davison

was a journalist, reviewer and editor on London's literary scene. She was described by her friend Vita Sackville-West as 'a young women of enterprise and independence who had shaken herself free of tradition to make her own money, her only source of income.'

PRESERVING OUR STORY

Not only has this project highlighted our key role in women's housing and feminist history, it has secured our archive for posterity. Now kept at the London Metropolitan Archives, the documents have been digitised for easy access – ensuring future generations can appreciate our legacy.

You can find out more about our history and view the Pioneering Courage film on the dedicated 'Our story' section of our website at www.womenspioneer.co.uk

Developing our organisational strength

So we can continue our work making a positive difference to women's lives, we need to retain our organisational and financial independence, strength and resilience.

ECONOMIC IMPACT

Many people had to cope with job loss and reduced income over the last year, due to the pandemic's huge impact on the economy.

Rent arrears peaked at 4.2% in 2020 but our team worked with residents to help them through this difficult time and bring arrears back down.

3.42%

Rent arrears stood at 3.42% by December 2020 (compared to 2.96% in 2019).

27%

The number of residents claiming Universal Credit (UC) rose by 27% from December 2019 to December 2020.

STRONG FOUNDATIONS

As we continue to diversify our housing, one of our studio flats was taken on by our subsidiary Women's Pioneer Homes to let at market rent. The extra income from our market rent flats will be ploughed back into WPH's core activities, reducing our reliance on loans. However, the treasury strategy we approved this year has involved securing a £20 million long-term loan in order to fund our development plans.

OUR TEAM

We welcomed four new Board members in 2020, after two longstanding members retired after 10 years' service. Our Board 'away days' provided an opportunity to discuss subjects such as the new code of governance, climate change and key challenges in the housing sector. Staff turnover during 2020 provided an opportunity to design new roles to match our objectives. We established a new structure creating roles in health, safety and compliance, governance and complaints, facilities and human resources, to build on our successes and support future ambitions.

EMBRACING CHANGE

We accelerated new ways of working, enabling most of our staff to work from home, and capitalised on our investment in more new IT systems in 2020 to improve our services to residents.

Our remote capabilities were enhanced to enable us to work efficiently during the pandemic with the provision of laptops, tablets and mobile phones. We used Teams video conferencing for meetings and invested in new software to track repairs and health and safety.

This enabled us to continue delivering high quality services throughout the year with the automation of a number of tasks, allowing staff to spend more time delivering frontline services.

Enhancements to our website enabled more online reporting and allowed potential new residents to apply to our waiting lists online. We will continue making improvements to our website, enabling more online reporting and increasing our digital offer.

The shift to new ways of working over the last year has been very successful, enabling us to continue delivering high quality services and improving staff morale.

97%

of staff were satisfied or very satisfied with the new working arrangements.

Looking to the future, we will increasingly adopt agile ways of working (including more home working) for many of our staff. The main focus of our office will be for staff collaboration around activity suited to office-based working. We will continue to offer meetings with residents by appointment.

VALUE FOR MONEY

We constantly strive to make the best use of our resources, while seeking to add social value by working with partners to support residents and influencing other providers to help meet women's specific housing needs.

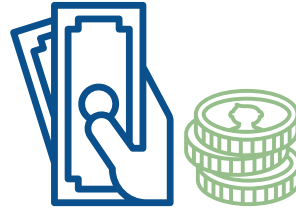
In 2020, we:

- saved £22,000 with our new warden call contract
- achieved the best deals on utility contracts through our energy broker
- acquired the Plentific dynamic purchasing system repairs to speed up our repairs process, improve efficiency and achieve better value for money
- increased use of IT and online reporting, improving efficiency and productivity.

In 2021, we plan to achieve further value for money by:

- procuring new contracts for our electrical safety programme and ongoing maintenance projects
- continuing to invest in IT to boost efficiency, including software to assess the energy efficiency of our homes
- using text messaging services for sharing rent balances, to save on call costs and postage
- implementing a new phone system which allows calls to be taken remotely through laptops or a phone app, saving on call costs.

Our finance



SUMMARY

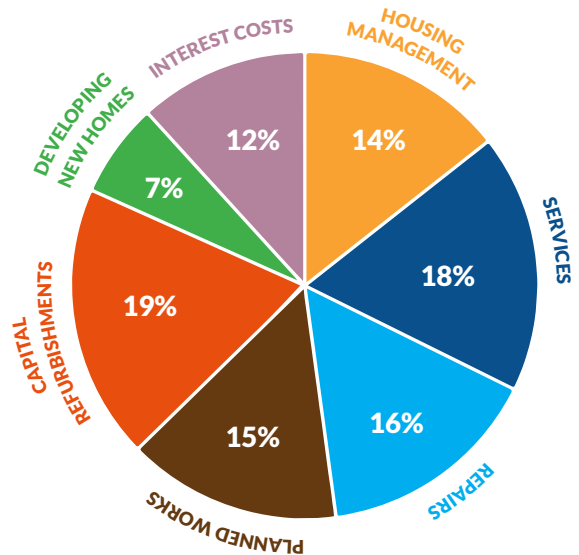
The Financial Statements show a good performance for the year against a backdrop of the pandemic and economic uncertainties.

Our main source of income is from social housing lettings which comprise rent and service charges paid by our residents.

We continue to invest in existing stock and development activity. A total of £4m was spent on repairs, planned maintenance works and refurbishment activities in 2020.

Our subsidiary now owns 16 market rented homes and income from these properties contributed £315k (4%) towards our overall income in 2020. Profits from these properties are gift-aided to Women's Pioneer Housing and are re-invested to help pay for new kitchens and bathrooms in our social housing stock.

WHERE WE SPEND THE MONEY



5 YEARS TRENDS FOR THE GROUP

	2020	2019	2018	2017	2016
Statement of Comprehensive Income	£'000	£'000	£'000	£'000	£'000
Income from social lettings	6,860	6,721	6,810	7,068	7,045
Income from other lettings	587	575	375	132	100
Other activities	248	1,118	663	596	197
Amortised Social Housing Grant	272	263	245	408	276
Total Turnover	7,967	8,677	8,093	8,204	7,618
Operating costs	(6,485)	(7,362)	(6,772)	(6,906)	(6,196)
Gain on disposal of properties	-	170	-	141	-
Movement in value of investment properties	121	(410)	(90)	2,062	3,157
Operating surplus	1,603	1,075	1,231	3,501	4,579
Net interest payable	(957)	(969)	(892)	(954)	(990)
Surplus transferred to reserves	646	106	339	2,624	3,625
Statement of Financial Position	£'000	£'000	£'000	£'000	£'000
Housing Properties net of depreciation	62,383	61,574	61,679	60,259	58,444
Investment Properties	8,489	7,796	8,169	6,909	4,083
Other fixed assets	1,640	1,555	1,715	1,772	1,510
Fixed assets	72,512	70,925	71,563	68,940	64,037
Net current assets/(liabilities)	(5,207)	1,528	549	(1,035)	1,285
Total assets less current liabilities	67,305	72,453	72,112	67,905	65,322
Loans (due over one year)	20,179	25,703	25,204	20,953	20,449
Social Housing Grant	26,045	26,316	26,579	26,962	27,506
Total Liabilities	46,224	52,019	51,783	47,915	47,955
Total Net Assets	21,081	20,434	20,329	19,990	17,367
Reserves	21,081	20,434	20,329	19,990	17,367

Our people

BOARD MEMBERS

Kim Vernau

Chair of Board and Development Committee

Louise Wolfson

Vice-Chair of Board and Chair of Remuneration and Nomination Committee

Vivienne King

Audit and Risk Committee

Caroline Portsmouth

Claire Bellinger

Development Committee

Judith Page

Elected June 2020
Audit and Risk Committee

Mike Reed

Elected June 2020
Chair of Audit and Risk Committee.

Ruth Buckingham

Elected June 2020
Remuneration and Nomination Committee

Yemi Aladerun

Elected June 2020
Development Committee

Zahida Ramzan Asghar

Co-opted member of
Remuneration and Nomination Committee

Maureen Hopcroft

Resigned March 2020

Sofia Nilsson

Resigned June 2020

Kasia Kwilecka

Resigned January 2021

Shushil Chohan

Resigned June 2020

SENIOR MANAGEMENT TEAM

Denise Fowler

Chief Executive
(joined the Board in May 2021)

Jess Page

Director of Housing

Kelly Henderson

Interim Director of Housing

Mark Cole

Director of Resources

Sue Hockett

Director of Development

Roger Barton

Director of Property and Estate Services

Susan Bernard

Head of HR and Corporate Services

Our values

Positive:

We are proud about our history and positive about our future. Like our founders, we have a 'can do' attitude. We are innovative, bold and solution focused.

Integrity:

We are open, honest and transparent. We respect each other and our residents.

One team:

We work collaboratively with each other, our residents and our partners as one team.

Never forget the customer:

We take a customer-centred approach. In everything we do we consider what is best for existing and future residents.

Empowering:

Our homes and services empower our residents to live independent lives. Staff and residents are empowered to contribute to the development of our homes and services.

Equality:

We champion equality and diversity and, in particular, the role that women's housing plays in tackling gender inequality.

Responsible:

We are each accountable for delivering excellence. We welcome scrutiny and challenge, always seeking to improve. We are clear about our responsibilities and those of our residents.

Our registered office

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United Kingdom

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