



INVESTORS
IN PEOPLE

Standard Assessment Report

Forum Housing

Accreditation number: 18/1702
Accreditation valid from: 16/10/2018
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Introduction and Context

Forum Housing offer a range of high quality units of accommodation for single young people aged 16-30 who are homeless or seeking independence, the units of accommodation are provided within 9 Projects which cater for a range of needs. All offers of accommodation incorporate a support plan, tailored to the individual's needs and there are numerous projects throughout the Mersey region. The Forum Housing mission is 'it's all about you.'

Forum Housing has an organisational ambition to continue supporting young, vulnerable, homeless people. It is acknowledged by leaders that the organisation is working in an increasingly competitive environment and that the diversification of services (beyond young people) may need to be considered in the future to ensure sustainability. Changes in how local authorities expect organisations to tender for work is a fact that is accepted by the leaders and means that timescales to bid for services and funding remain ongoing challenges. In the context meeting it was discussed that as a consequence of the current climate Forum Housing is never fully in a position of certainty as it is always awaiting outcomes from other stakeholders. Despite these challenges Forum Housing remains optimistic and positive about the future and the recent success in securing a local authority contract is testimony to this.

People remain a priority for Forum Housing and during the context meeting, Heather Parry, HR Manager, said that increasingly the ability to 'think outside of the box,' to be 'open minded' and 'generate' ideas are important and that they aim to capture ideas and develop people along these lines to ensure that services offered remain current and innovative and to achieve success in winning bids. Canvassing staff feedback is important to Forum Housing's future people strategy, in recent months lots of work has been completed including roadshow consultations at the various project sites across Merseyside as well as a staff survey. The impact of these activities has resulted in visible leadership and the kick starting of lots of projects to support future plans and enhance engagement. Supporting people remains a priority and since the previous Investor in People review there has been changes at senior leadership level with a new Chief Executive being appointed internally in the last 18 months and for whom transparency and openness is a priority. In addition to internal consultation and feedback the Investors in People standard is an important benchmark to learn, develop and continually improve.

Organisations that meet the world-recognised Investors in People Standard reflect the very best in people management excellence. Underpinning the Standard is the Investors in People Framework. Based on 25 years of leading practice, the latest research and workplace trends, the Investors in People Framework is organised around nine key indicators of high performance each with three underpinning themes. To achieve accreditation, organisations are assessed against these themes and indicators. Assessment is carried out using desk-top review, interviews, meetings and observations. The assessment outcome of Forum Housing is summarised below. The accreditation awarded represents the current level achieved and the Investors in People Standard can be used to facilitate ongoing development of people management practices.

Assessment Summary

Assessment Outcome

Forum Housing



Assessment Findings

Forum Housing has successfully retained accreditation against Generation Six of the Investors in People Standard. Forum Housing demonstrated that it has satisfied the evidence requirements of the Investors in People Standard at Developed level. The assessor would like to congratulate Forum Housing on their commitment and continued success achieving the Investors in People Award.

Many strengths were identified during the assessment one of which was the clarity that is provided by leaders around the vision and objectives. People openly acknowledged what the organisation ambition is with specific reference to the 'it's all about you' mission. People also understood the broader age range that Housing Forum now supports and the changes and opportunities to tender for new service opportunities. It was evident from a range of different examples that people across all projects are fully aware of the business plan and how to access it and many spoke about the KPI's for their service as well as their personal objectives. Part of the organisation ambition is to maintain the quality of the current service provision but also look at new opportunities and develop relationships with stakeholders. These changes in the last 18 months were acknowledged by people and they welcomed how they have been openly communicated with via the roadshows, the open door policy of the Chief Executive, Leadership Team and HR. People specifically liked the timely and transparent nature of all communications.

The mission 'it's all about you' is central to supporting not only the young adults in the community but also people. Leaders displayed transparency and openness and were supportive of people making decisions in line with their job role. People confirmed that they have clear role accountability and that this is communicated during recruitment and induction. Recently introduced team huddles were viewed as useful to focus on daily operational targets. People said that they have a voice and feel trusted and welcome opportunities to add value to projects with a range of examples being provided from choosing decoration, setting up sport teams' and working together to build a wellness garden.

Line managers fully understand the processes that are in place to lead, manage and develop people and specifically showed commitment and engagement to the performance appraisal process. People also spoke positively about how the regularity of the performance appraisal and its link to values and behavioural competencies are supportive of how they are led, managed and developed. It was evident from interviews and a review of paperwork such as recruitment process, induction and performance appraisal that the values and behavioural competencies are at the heart of everything that leaders and people do. All leaders and people spoke about the values with clarity and passion and were able to specifically list them all (or most) and give clear examples of how the values translate back to their job role or project. Equally, the behavioural competences were consistently mentioned by leaders and people as aligned to values and important to encourage reflection, get feedback and measure performance. The Annual Presidents Dinner was discussed with enthusiasm by everyone and the changes to how the peer review process is used to nominate people for value awards was positively welcomed and generated genuine excitement. The change in process had been clearly communicated and was understood and well received by everyone. The recent increase in face to face communication by leaders and HR, including roadshows consultations, have been important elements to support change and consult about decisions. People were aware of the changing agenda in the sector and that in the future safeguarding, mental health and health and well-being will be increasingly important for Forum Housing.

Leaders have regular development conversations with people, this is driven by the regularity of performance appraisal processes which take place 3 times a year. People confirmed that performance and development conversations take place. Learning and development was also viewed as a positive, the blend of on line training and face to face training was clearly understood and people said that the performance appraisal and personal development plans are used to identify training with their Line Manager and that HR authorises training and organises it to happen. People openly acknowledge the funding challenges in the sector but were positive about the thank you's that they receive and specifically the trust that is given to them to work flexibly if required and many examples were provided of people feeling truly supported if they had specific challenges that they needed to manage outside of work.