

# CASE STUDY



## The Royal Zoological Society of Scotland

***“Investors in People has provided the Society with a clear focus and framework for involving our staff in all aspects of what we do and therefore enabling them to develop their skills to the maximum. I am delighted with how it has helped us.”***

**David Windmill, Chief Executive**



### BACKGROUND

- Size:** 200 staff increasing to 300 in high season
- Sector:** Charity
- Location:** Edinburgh Zoo, Edinburgh and the Highland Wildlife Park, Aviemore
- Status:** Recognised since 1998.

### THE ORGANISATION

The Royal Zoological Society of Scotland is a charitable organisation that owns Edinburgh Zoo and the Highland Wildlife Park. Edinburgh Zoo opened its doors to the public in 1913 and was granted a Royal Charter in 1949. Highland Wildlife Park has been part of the Society since 1986. Edinburgh Zoo, with 1,000 exotic animals from all over the world, is Scotland's second-most popular visitor attraction and has an internationally-renowned education programme. The Highland Wildlife Park is home to many domestic species, some now extinct in the wild. The Society's mission is "To inspire and excite the visitor with the wonder of living animals, and so to promote the conservation of threatened species and habitats". Both Edinburgh Zoo and the Highland Wildlife Park actively pursue the Society's conservation objectives as well as providing a great day out for 650,000 visitors every year.

### IMPACT OF USING INVESTORS IN PEOPLE

For our stakeholders, including visitors and members as well as staff, meeting the Investors in People Standard demonstrates a clear pattern of progression and improvement. This helps to show the value of recent initiatives such as management development, team briefing, increased training activities, and an employee consultation body representing all staff for the first time in the history of the Society.

One example of an important indicator of impact on the business is increased levels of customer satisfaction. Visitor surveys over 5 years show 9 out of 10 visitors have a positive experience of our staff, negative impact is less than 1% and those not noticing our staff are halved – this shows the effect of good people management, including customer care training for all staff, on better performance.

We are a charity that aims to be excellent while operating within limited resources – we must deploy those resources effectively," says Judith. "The Standard offers an external, objective, independent tool to measure the benefit of how we invest our time and energy. "We have a wide diversity of staff from animal keepers to catering staff to fundraisers – we need to make sure everyone feels part of the same organisation and is working together to achieve our goals. This will become even more important as Edinburgh Zoo develops its masterplan for the next 20 years. "The Investors in People process has provided us with a flexible model of what good management practice looks like, and encouraged managers to apply a consistent approach across our different areas of operation."

We find Investors in People Scotland offers a non-intrusive, cost-effective, flexible framework to put in place basic good management practices in a consistent way for all people. This delivers measurable improvements to performance and the bottom line – why would you not do it?"