

- Working with Investors in People for over 25 years, the Standard has been a way for the Society to develop their approach towards people practice and in turn, customer service.
- Having recently achieved IIP Platinum, the opportunity to continuously review and develop their people approaches has been a key benefit for the organisation.
- Whilst engaging with Investors in People, Skipton Building Society has seen consistently high levels of employee engagement which they believe has translated into excellent levels of customer service.

What was the IIP motivation?

Skipton Building Society is a mutual financial services provider. First established in 1853, the organisation now has a team of over 2000 employees across its head office in Skipton and 87 branches.

The Society still lives by its founding principles to help more people into homes, help people save for life ahead and supporting long term financial wellbeing. Today, the organisation works to deliver its core purpose through a focus on customers, colleagues and relationships which they believe is intrinsic to their culture.

As a mutual, Skipton Building Society understood the value of investing in their people and the positive impact it could have for both the organisation and its customers. Investors in People has been a way for them to develop their approach as Chloe Hanby-Roberts, People Development Consultant at the Society explains:

“We believe that investing in and supporting our people is a key enabler to great customer service. Nurturing, protecting and developing our culture, founded on our mutual values of ‘Trust, Ownership and One Team’ is essential to our sustainability.

“Our strong culture, people orientation and approach to customer service is something we are incredibly proud of,

but it is also important to benchmark our progress against good practice - taking the opportunity to really understand how our colleagues experience us as a Society so we can keep improving our approach and ultimately performance and sustainability.

“We really value Investors in People as a way to help us do this as it allows us to seek feedback and look more objectively at what we do so we can maintain good practice and continuously improve.

“Skipton Building Society has been accredited for over 25 years now which is testament to our commitment to the Standard and the value it has brought us over time.”

How did IIP help?

Having worked with Investors in People over the last 25 years and recently going on to achieve the IIP Platinum accreditation in recognition of their people practices, the opportunity to continuously review and further develop their people approaches has been a key benefit for Skipton Building Society.

“We admire and share the aspirational nature of Investors in People – challenging ourselves to always improve what we do and enabling our people to help us to do so,” continues Chloe. “We value the insight and independent external perspective and listen carefully to the feedback.”



Skipton's Director of Direct Distribution, Claire Davey with John Gibson, Skipton's Chief Conduct Risk Officer and Secretary celebrating their IIP Platinum accreditation.

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Chloe Hanby-Roberts,
People Development Consultant

How did IIP help? cont.

"It provides us with a benchmark of good practice which we interpret and adapt in a way that is aligned to our values. This people insight and working with our IIP Practitioner has also helped us to gain targeted feedback on areas we need to work on for the future.

"This has really helped us to understand pressure points in the organisation from an external perspective and in turn gives us the opportunity to work through them for the benefit of the organisation."

Describing their Investors in People journey as 'stretching, collaborative and positive', Skipton Building Society uses Investors in People in a way that aligns with and supports other people development and engagement initiatives the organisation employs.

"We have found our assessments and reports incredibly useful as they help us to pinpoint areas where we could be doing something differently or investing more into. It helps us to see how all of our initiatives and activities are working together and the impact they are having.

"Overall our Investors in People journey and in particular our recent work with generation six, has been a real eye-opener for us internally as it has helped us to understand all the great things that are happening across the organisation.

"The way in which assessment with generation six gives everyone the opportunity to be involved has also been very rewarding and ensured all of our team across the Society has had a voice in the activity. This allowed us to get a really honest insight and having that additional opportunity to be heard has also been a way for us to build further engagement.

"It certainly helped us reinforce our appreciation for all the people that work here and what they bring to the organisation and our customers every day."

What was the impact?

Whilst working with Investors in People, Skipton Building Society has seen consistently high levels of employee engagement which they believe has translated into excellent levels of customer service.

This includes placing 7th in the KPMG Nunwood UK Customer Experience Excellence Analysis 2017 - making the Society the 3rd best financial services company on the list and the top building society.

The insight and feedback they have received working with Investors in People has also helped the Society to direct resources into new projects for the benefit of their people and organisational performance, all aligned with their core purpose and values.



Some recent examples include projects around wellbeing, leadership expectations, new starter journeys, talent management and diversity.

"For us, Investors in People is a really useful way to analyse our business and people approach from an external perspective rather than relying solely on internal feedback and assumptions," continues Chloe.

"We always want to be aware of how our culture is developing at Skipton Building Society and Investors in People allows us to measure this and gain feedback to move things forward positively.

"Our people are fundamental to the Society and we want to continue making sure our team members are engaged, happy and supported so they can perform to their potential.

"We believe that people are an organisation's strongest asset and if we can make sure they are feeling engaged and enjoy coming to work, this will absolutely be evident in commercial output as they'll naturally want to do well and have a connection with their employer.

"Put simply, the more we have invested in our colleagues, the more we have seen engagement rise and have a positive impact on customer satisfaction. For us, this link between people and performance is what it is all about."

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Chloe Hanby-Roberts,
People Development Consultant