



***Information Pack
Candidates for YHA Board of Trustees
2017***

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Introduction from Peter Gaines, Chairman



YHA is a very special organisation with an enthusiastic and committed team of staff and volunteers. We have a clear vision and mission to provide life-enhancing outdoor learning experiences across England and Wales, especially to young people and those of limited means. Based around our network of nearly 200 youth hostels situated in fantastic locations across England and Wales, we are well on our way to meeting our goal to reach and positively impact on one million young people each year, a foundation of our 2017-2020 Business Plan.

Caroline White, our current CEO who has led the transformation of YHA over the last eight years into the modern, dynamic and customer focused organisation that it is today, will be leaving this year. A new CEO is being recruited, and this is therefore an exciting and important time to be on the Board as we support the new CEO and the Executive and their teams. We are looking to recruit new Trustees who can help us continue our transformation, with the vision and enthusiasm to drive forward a charity which is both financially sustainable and relevant to young people, and who have excellent interpersonal skills, combined with an understanding of YHA and the commitment to fully support our values. You will be joining an existing Board whose success is dependent upon team working and shared responsibility.

Change is often tough and as a Trustee you will have the belief, passion and resilience to help us succeed in shaping the future. Key challenges for YHA are reaching one million young people, increasing public awareness, engagement of the wider membership, financial sustainability and an investment strategy to optimise the scale and diversity of our hostel network. Commitment to good governance and respect for YHA's tradition of democracy, whilst continually looking to engage and communicate with the wider membership, are also important.

The working atmosphere at YHA is a mix of friendship and dedication with a steely resolve and professional competence rarely found in the charitable sector. Debate within the Board and across our staff and wider membership is robust and challenging but always passionately driven by the best interests of YHA.

I hope you are excited about this opportunity and I wish you the best of luck and look forward to welcoming you as a Board member of YHA.

If you need any further information please contact me at chairman@yha.org.uk



What YHA is all about

YHA's charitable object is "To help all, especially young people of limited means, to a greater knowledge, love and care of the countryside, and appreciation of the cultural values of towns and cities, particularly by providing youth hostels or other accommodation for them in their travels, and thus to promote their health, recreation and education."

Our vision is to enhance the lives of all young people, with the aspiration to reach one million young people. These flow directly from our charitable object.

YHA has been creating opportunities for everyone to grow, explore, learn and relax for 85 years and counting. We have an amazing network of Youth Hostels the length and breadth of England and Wales: spectacular buildings (including one castle!) in unbeatable rural, coastal and city centre locations, including many in our National Parks, seven in London and all sorts in between.

But YHA is so much more than just low cost accommodation (though we are that too).

We really do make a positive difference to thousands of young people, providing experiences that are unique, building skills for life, and leaving memories that stay with them. Young people experience YHA as part of educational trips, Summer Camps, group activities, National Citizen Service [NCS], Duke of Edinburgh, independent backpacking or with family or friends, and through our membership, travel and stay in Youth Hostels around the world. More than a quarter of all our employees and our active volunteers are under 26.

With nearly two million overnight stays in total this year and significant growth in revenue for the fourth year running, we are touching more lives, and able to invest more in our network and our people, than ever before, creating world class youth hostelling experiences that we can be proud of.

To understand more about YHA and see our charitable object brought to life, watch our compelling story, from our beginnings in 1930 to where we are now: <https://www.youtube.com/watch?v=U4Q7WVjRMaM>

Our Values

Our commitment, belief and passion in delivering our vision are right at the heart of what we do: our values and the way we behave are integral to the continued growth and success of YHA.

We have **SPiRiT**...

Sustainability:

We care for the environment
We encourage young people to do the same
We work for the long term good of YHA

Passion:

We love what we do
We take great pride in the opportunities we create
We are all ambassadors for YHA

Innovation:

We are always looking for new ways to create more opportunities
We challenge the norm – looking for better ways of working
We learn from everything we do and we share our learning

Responsibility:

We are all responsible for making a positive impact on young people
We are all responsible for achieving our vision
We are all responsible for giving our guests a great experience

Inclusivity:

We make YHA as accessible as possible for everyone, especially young people
We welcome all irrespective of their background, beliefs or culture
We work as a team, and respect and support each other

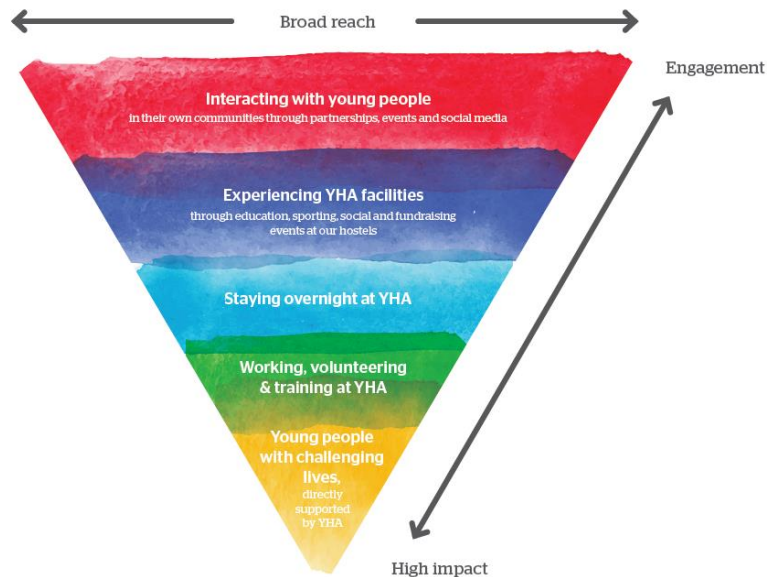
Trust:

We will offer a safe and secure environment for all young people
We are trusted to perform our individual roles within YHA and trust our colleagues
We act with integrity



Our 2017-2020 Business Plan - reaching more than 1 million young people every year

All our planning is aligned to achieving our vision and goal, and is driven by our business planning. Our 2017-2020 Business Plan, in place from 1st March 2017, is centred around our goal of reaching more than one million young people every year.



We have had a goal to reach one million young people every year in place since the launch of the 2014-2017 plan. By the end of 2015/16, we had reached 669,322 young people, an increase of 29% on the previous year. Over 400,000 young people stayed with YHA, and we interacted with more than 250,000 out in their communities and online. We anticipate that by the end of this financial year and the start of our new Business Plan period on 1st March 2017, we will be even closer to our target one million figure.

Extending our reach is vital. It underpins our vision to enhance the lives of all young people. The wider our reach, the more chances we get to make an impact – the more young people we interact with, then the higher the numbers of these that will go on to experience our facilities, stay at YHA, and work and volunteer for us – all of which can be impactful. Intrinsicly intertwined with making an impact is having hostels in the places that people want to go to, and exceeding their expectations when they get there.

The base level interaction is key because it builds awareness of YHA, creates dialogues and begins relationships with people who we haven't previously reached. And if our reach is deep enough to include more young people whose lives are challenging, then the more and greater differences we can make.

For this reason, our goal for 2020 remains much the same: **to reach more than one million young people every year.**

Our new planning framework

We have three visionary targets which will help us meet our goal through reach, experiencing YHA and impact, which are:

- We have pride and purpose in every hostel
- We are measuring and celebrating the impact we make
- Young people want to share their great YHA experiences

These sit above our four new strategic themes which have been developed iteratively from those we have used as a focus for the last two business plan periods, and are:

- Developing our World Class teams
- Delivering a sustainable World Class network of hostels
- Achieving more reach and impact through funding and partnerships
- Putting our customers and members at the heart of everything



Within each strategic theme we have identified key initiatives which will drive the priority projects in each of the three annual Operating Plans for 2017/18, 2018/19, and 2019/20.

These provide the steer, and the performance indicators against which we measure our success, for the core projects on our annual Operating Plans:

Developing our World Class teams

- Delivering a consistent World Class experience
- An engaged workforce
- Strengthening our volunteering and supporters community

Delivering a sustainable World Class network of hostels

- Delivery of YHA London Stratford
- A network we are Proud of
- Continual occupancy and financial growth
- Strong financial management to meet our increased borrowings

Achieving more impact and reach through funding and partnerships

- Demonstrating a meaningful impact
- Growing income through fundraising
- Extending our reach through partnerships

Putting our customers and members at the heart of everything

- Defining membership engagement and loyalty for the future
- Integrated insight driven customer journey
- Raising awareness of YHA
- Maintaining a safe, secure and accessible environment

Our goal, visionary targets, KPIs, strategic themes and key initiatives comprise the overall planning framework for the next three years

Goal | Reaching over one million young people every year

Visionary Targets

Pride and purpose in every hostel

Measuring and celebrating the impact we make

Young people want to share great YHA experiences

KPIs

- IIP Platinum

- Occupancy 65%
- Guest satisfaction scores 95%
- NPS 75%

- 95% of hostels spring-boarded or fully invested

- £9 million EBITDA pa

- 50,000 young people with challenging lives directly supported every year

- Impact measures for all young people who stay or volunteer

- £2 million pa funding

- Engaged digital reach of 8 million people

- 30% brand awareness with young people

- 2000 young volunteers
- 50% of people staying with us are U26

Strategic Themes

Developing our World Class teams

Delivering a sustainable World Class network of hostels

Achieving more reach and impact through funding and partnerships

Putting our customers and members at the heart of everything

Key Initiatives

- Delivering a consistent World Class experience
- An engaged workforce
- Strengthening our volunteering and supporters community

- Delivery of YHA London Stratford
- A network we are Proud of
- Continual occupancy and financial growth
- Strong financial management to meet our increased borrowings

- Demonstrating a meaningful impact
- Growing income through fundraising
- Extending our reach through partnerships

- Defining membership engagement and loyalty for future
- Integrated insight driven customer journey
- Raising awareness of YHA
- Maintaining a safe, secure and accessible environment

Annual Operating Plans

Achievements against the current 2014-2017 Business Plan

We are really proud of what we have achieved since we launched the 2014-2017 Business Plan in March 2014, as we begin implementation of our new, 2017-2020 three year Plan. Below is just a taster of our last three years' performance [there's much more detail in Appendix 3 on page 20].

Our people and teams

- ✓ Investors in People Gold retained
- ✓ More and better training delivered
- ✓ Number of recorded volunteering hours up 34%
- ✓ Annual YHA Awards for our employees

Our customers and members

- ✓ Exceptional customer feedback, with average scores of over 90% and a net promoter ("would you recommend us") score consistently above 70%
- ✓ Free Wifi now in 89 properties
- ✓ Vastly extended reach and range of our camping and cabin alternative accommodation
- ✓ More guests than ever before

Developing young people

- ✓ 74 hostels now hold Learning Outside the Classroom accreditation
- ✓ Over 100,000 school children stay with YHA on school trips every year
- ✓ Key partnerships developed and grown, eg with NCS and Duke of Edinburgh's Award
- ✓ More than 30,000 disadvantaged young people funded on residential trips through our Breaks for Kids bursary scheme

Financially sustainable growth

- ✓ Growth in occupancy from 53% to over 61% across the network
- ✓ Sustained growth in yield and income
- ✓ Three brand new hostels
- ✓ 76 hostel refurbishments
- ✓ Funds secured for the development of a flagship 700+ bed hostel at London Stratford

You can find out much more about YHA from our website, www.yha.org.uk and YouTube channel, www.youtube.com/user/yhatv, for example:

Why not take a Virtual Tour of some of our best-loved hostels: www.yha.org.uk/virtual-tours

Find out how the brilliant people who work for YHA spend their days:
www.youtube.com/watch?v=2jYEHEX4qoA

Or follow us on social media:

Facebook – www.facebook.com/WeAreYHA

Twitter – www.twitter.com/YHAOfficial

Instagram – <http://instagram.com/YHAOfficial>

Google Plus - <https://plus.google.com/+YHAorgukEnglandWales/posts>

Pinterest - www.pinterest.com/yhaofficial/

Vine - <https://vine.co/YHA>

Becoming a Trustee

What's involved

There are five Board meetings a year. These are full-day meetings on Saturdays at hostels around the country, with a Friday overnight provided which is usually a social occasion but sometimes used as a Board workshop. Occasionally we may need you to attend an extra Board meeting by teleconference. More information is in the cycle of meetings on page 13.

Trustees are also encouraged to contribute in other ways, for example as a member of the Performance & Audit or Remuneration Committees, and to represent YHA at official functions.

Trustees bring new skills whilst gaining valuable and different experiences. We have included two profiles of existing Trustees so you can get a flavour of what it is like to be a part of the YHA Board.

Josie Murray



I'm Josie Murray and I am a historic building specialist looking after St Pancras International Station. I have worked in the historic environment sector all my professional life, starting out as an archaeologist and then specialising in historic buildings. All of which might not seem a logical journey to becoming a Trustee, however I love history and especially buildings as, for me, the past gives the present its values. What I love about YHA is its unique range of buildings and locations, and the opportunities these present to young people where they can put aside the pressures of 21st century society and connect with the physical world around them.

I've been a Trustee for three years now and it has far exceeded my expectations. I was attracted to YHA because of its ethos and a desire to get involved. As a result I have met some wonderfully enthusiastic, talented and committed people from a range of professions, but what has struck me most is the passion of the hostel teams who are the ambassadors for YHA.

Personally and professionally I have learned new skills, the benefits of which will stay with me for a long time. I hope that in a small way my experience in the property field can contribute to the provision of a network of outstanding hostels that celebrate their history and provide the facilities that will inspire those that stay and the staff that work there.

Barbara Kasumu



I'm Barbara Kasumu and I'm a Chief Executive of a youth charity that promotes greater social mobility in the job market whilst equipping young people with the skills they need to get ahead. I joined the Board of YHA last summer as I believe in its audacious mission to impact the lives of 1 million young people every year and deliver on its current business plan, whilst helping to shape its new strategy post 2017.

I have learnt so much already being on the Board, we get to experience a different hostel at every meeting - just don't test me on the names of all the hostels! I've recently joined the engagement committee helping to shape YHA's strategy for membership and how people continue to engage and support the work of YHA. The Board is made up of an amazing group of individuals all equally as passionate about hostelling and creating positive experiences for those groups and individuals. Being part of it has given me a unique insight into the world of hospitality through the lens of a charity.

I sat on the Diversity and Inclusion Board for the London 2012 Olympic Games and was able to see first-hand East London transformed to an amazing hub of sporting excellence. The new hostel in Stratford, East London will not only be a nod to the legacy of the Olympics but a launchpad in providing more opportunities for young people, either as part of groups staying at the hostel or through employment and volunteer opportunities. As the project progresses I look forward to drawing on my experience and networks to help shape this engagement strategy.

Some of the debates we have had over the last 12 months have been around funding our plans in particular for YHA London Stratford, governance reform, the Business Plan 2017-2020, strategic and operational risks, and YHA membership for the 21st century.

Trustees are individually and collectively responsible for the overall governance and strategic direction of YHA. Everything done by the Board Officers or Trustees is done on behalf of the Board, and all Trustees are responsible for the decisions of the Board. The Company Articles of Association govern their conduct.

To find out more about our Trustees and governance, follow this link: www.yha.org.uk/about-yha/governance

Responsibilities

All of our Trustees should be committed to delivering YHA's vision, goal and objectives in accordance with the Articles of Association, legal, charitable and regulatory guidelines, and have due regard to the commercial environment within which YHA operates. The Board is responsible and liable for the governance and functioning of YHA so the Trustees need to reflect YHA's SPIRIT values.

The Board of Trustees is, in law, the Board of Directors of YHA (England and Wales), which is registered as a company limited by guarantee, and a charity registered with the Charity Commission. Both company and charity law govern the conduct of Trustees and YHA has developed its own code of conduct for Trustees. Trustees receive no remuneration but are entitled to claim reasonable out of pocket expenses. The specific role and responsibilities of Trustees are set out in Appendix 1.

It is the responsibility of all Trustees to ensure that conflicts of interest and potential conflicts of interest are properly identified, prevented from affecting decisions, and recorded in accordance with YHA's [Conflicts of Interest policy](#). Applicants must disclose whether, in their view, any such conflicts or potential conflicts of interest may occur if elected as a YHA Trustee. In cases of doubt, independent advice may be sought.

The Board has a duty to ensure those appointed are eligible to be Trustees. A signed statement will be required from each candidate for Trustee status to confirm eligibility to serve as a Trustee (in terms of YHA membership and eligibility requirements as a company director). The Board will reserve the right to make checks on eligibility, together with YHA's requirement that all Trustees should have enhanced DBS (Disclosure & Barring Service) checks.

Please note: the Charities Act disqualifies people from being Trustees if they:

- *Have unspent convictions for offences involving deception or dishonesty*
- *Are undischarged bankrupts*
- *Have made an arrangement with creditors and have not been discharged (this will include an IVA)*
- *Are subject to a disqualification order under the Company Directors Disqualification Act 1986 or to an order made under section 429 (2) (b) of the Insolvency Act 1986*
- *Have been removed from the Trusteeship of another charity by an order made by the Charity Commission or the High Court.*

Governance structure of YHA

An organisation chart of the governance of YHA is attached as Appendix 2. The voting members of the Board of Trustees are made up of the following groups:

- a) Three National Officers (Chairman, Vice Chairman, Treasurer)
- b) Up to 12 members elected by the Annual General Meeting (AGM)
- c) Up to two co-opted members

Board members are elected for a four-year term of office unless they replace someone who has left the Board before the end of their term, in which case they serve the remainder of the original term. After the first term of office, retiring members of the Board will be eligible to apply for re-election for one further four-year term.

Cycle of meetings

YHA's electoral year runs from July to July, following the AGM. The financial year runs from 1st March to the end of February, to suit the seasonal nature of YHA's business and cash flow pattern.

In practice therefore, much of the business of YHA's Board of Trustees follows a cyclical structure around which ad hoc or occasional business is planned. The Board will meet on five occasions during the year, in February, May, July, September and a two-day Board seminar/meeting in November. Board members are normally expected to be available for all these meetings and occasional teleconference meetings may also be needed.

The Board meetings run for a full day and are held on Saturdays at Youth Hostels around England and Wales. The Board meets together on the Friday evening for dinner and occasionally there is a Board workshop or hostel visit on the Friday afternoon. The November Board seminar is occasionally held from Friday lunchtime until Saturday late afternoon.

If you are a member of the Performance & Audit Committee, these meetings are held quarterly for four hours in the evening in London. The Remuneration Committee is ad hoc and normally meets in London or on the morning prior to a Board meeting.

There are opportunities to be more involved in the work of YHA outside Board meetings including on working groups or special projects. Board members may be asked to attend member engagement days which are usually held on a Saturday.

It is expected that new Trustees will be able to attend the two induction days in September 2017.

Application Process

Applications are invited from members and non-members. However, to be elected you must become a member of YHA before the AGM in July.

Applicants should submit a **supporting statement and a CV** by email to trusteerecruitment@yha.org.uk or by post to Lee Quoroll , YHA, Trevelyan House, Dimple Road, Matlock, Derbyshire DE4 3YH **by 18th April 2017**

Your supporting statement should be a maximum of **500** words, outline the experience you would bring and explain why you want to become a Trustee. You should be able to demonstrate:

- Commitment to the vision and goal and of YHA
- Relevant experience, and
- Any specific skills sought by the Board.

Your CV should highlight:

- Education and qualifications
- Employment history
- A short summary of skills and experience likely to be of value to YHA
- General interests and activities.

Applications will be assessed by YHA's Council Nominations Panel [CNP], which oversees the candidate selection process on behalf of our AGM. Potential candidates will then be **interviewed in London on 19th or 20th May 2017**. Normally, the CNP will recommend to the AGM at least two candidates for each available place on the Board.

Immediately following the interview, though not forming any part of the assessment process, each candidate will be filmed delivering a two minute address to members in support of their application, which must be pre-prepared. Assistance will be given to ensuring that candidates' videos are well presented. Members attending the AGM will be able to see each video via a secure link to the YHA website ahead of the AGM. The videos will also be played at YHA Thameside on the evening before the AGM and again in the morning at the AGM venue.

Candidates will be invited to stay at YHA Thameside on Friday 7h July in order to provide an opportunity to meet Trustees, Executive Directors and some of the delegates before the AGM on Saturday 8th July where the election to the Board of Trustees will take place.

Before the AGM, we will match you with a Trustee "buddy" who will support and guide you in the run up to and during the AGM.

Election of Trustees will take place at the AGM on 8th July in London by a membership vote, in a secret ballot. The results of the membership vote will be announced before the end of the AGM.

Even if you are not successful we don't want to lose sight of the skills you could still bring to YHA, so we may ask you to contribute in another way – for example as an external member on a particular committee.

Skills and experience sought for 2017

In 2017 we are looking for one or more of the following:

- **Strategic financial skills**
- **Property development/management experience**
- **Corporate fundraising expertise**
- **Background in travel, hospitality, hotels and/or leisure**
- **Current digital media skills**
- **Previous Board experience**

In addition, you will also have the skills needed for an effective Board member:

- Vision, enthusiasm, excellent communication and interpersonal skills – so as to influence Board decisions, and challenge and support the Executive.
- A commitment to YHA, fully supporting our vision and focus on young people – so as to be an ambassador for YHA and champion its visitors, guests, members and volunteers.
- Experience of working at senior or Board level, providing strategic leadership during times of change – so as to analyse data and information, prepare well for Board meetings and be able to make an impact.

As well as these specific requirements, we welcome skills and experience derived from volunteering activities, knowledge of regional or national regeneration funding, or urban and countryside issues.

Timetable for 2017

Submit CV and supporting statement

By Tuesday 18th April
2017

Longlisted candidates interview with CNP

Friday 19th or Saturday
20th May 2017

Following interview, successful candidates will be asked to submit a brief personal statement for circulation to AGM delegates within a week of being notified. This brief together with the candidate videos will be available on the website for AGM delegates to view.

By Friday 2nd June
2017

Shortlisted candidates attend the AGM. Friday evening provides an opportunity for meeting and talking to members. During the evening and the AGM on Saturday candidate videos will be available. A secret ballot is held and appointments made according to the outcome of the vote.

Friday 7th and
Saturday 8th July 2017

Trustee induction (based around Matlock, Derbyshire). This is an opportunity to meet the Chairman and senior team, and to learn more about YHA and the key opportunities and challenges.

Wednesday 20th &
Thursday 21st
September 2017

Board meeting at YHA National Forest

Saturday 30th
September 2017

Board meeting at YHA Manchester

Saturday 25th
November 2017

Advertisement for Trustees

We want to put our Trust in your hands



Join YHA's Board

Who we are:

YHA (Youth Hostel Association of England and Wales) is a charity with a long history and an ambitious goal, to reach over one million young people every year by 2020. Our remarkable network of 150 unique properties spans England and Wales' most inspirational landscapes and landmarks, offering young people unique opportunities to access, explore, revel and grow in the glorious great outdoors.

But we cannot do this alone. This year we are looking to appoint up to four talented individuals to join the Board of Trustees. As well as steer the delivery of our 2017-2020 Business Plan, new Trustees will contribute to the longer term strategic direction of YHA.

What we need:

We seek commercially minded professionals who can add tangible value and have the gravitas to influence and lead senior decision makers across the business through this exciting period of growth.

If you share a passion for continuous improvement and want to have a positive impact on the lives of others, especially young people, then we want to put our Trust in your hands.

If you can demonstrate:

- Vision, enthusiasm, excellent communication and interpersonal skills
- A commitment to YHA, fully supporting our vision and focus on young people
- Experience of working at senior or Board level, providing strategic leadership during times of change

And experience or skills in one or more of these areas:

- Strategic financial skills
- Property development /management experience
- Corporate fundraising expertise
- Background in travel, hospitality, hotels and/or leisure
- Current digital media skills
- Previous Board experience

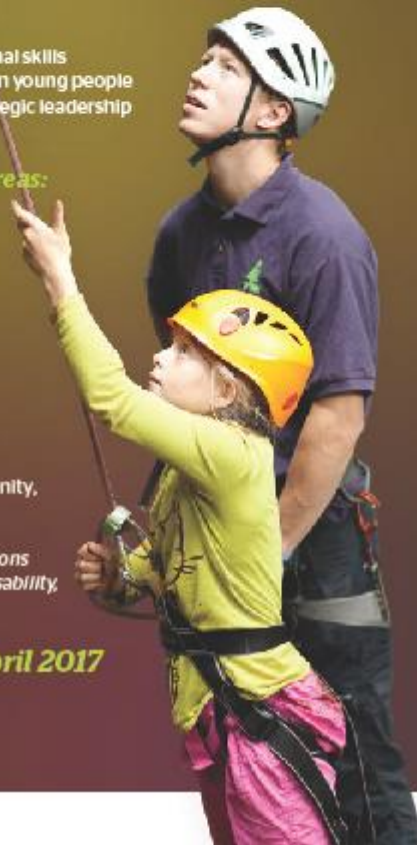
We want you on board

To find out more about this extraordinary volunteering opportunity, visit: www.yha.org.uk/about-yha/board-of-trustees

YHA is an equal opportunities employer; YHA welcomes applications from all regardless of ethnic origin, gender, sexual orientation, disability, religion/belief or age.

Closing date for all applications is 18th April 2017

Please note this is an unpaid position.



Appendix 1

Role and Duties of a Trustee

The role and duties of Trustees are set out in the Terms of Reference for Officers and Trustees as follows:

a) Contribute actively to the Board of Trustees' role in giving strategic direction to YHA agreeing a clear vision, mission and strategic plan in accordance with YHA's Charitable Object and its commercial environment, setting overall policy, defining goals and evaluating performance against agreed targets

b) Maintain familiarity with best practice for charity sector governance, the Articles of Association that govern YHA, and ensure YHA complies with its governing instruments, charity law, company law and any other relevant legislation or regulations, and ensure YHA has a governance structure that is appropriate and is reviewed regularly

c) Always act according to high ethical standards, and notify potential conflicts of interest to the Chairman and Board

d) Ensure there are effective mechanisms to review the external environment for changes that might affect the organisation, and to listen to the views of current and future beneficiaries and stakeholders

e) Exercise effective overall control of YHA's financial affairs ensuring the financial stability of YHA

f) Adopt a robust approach to risk to which YHA is exposed conducting annual reviews of systems established to mitigate or minimise these risks; and take a strategic role in overseeing health and safety

g) Appoint the Chief Executive Officer (CEO), ensuring the terms and conditions of employment are appropriate and comply with employment legislation and good practice

h) Receive regular reports from the CEO on progress towards agreed strategic priorities; on tasks the Board assigns to the CEO and on the effective and efficient administration of YHA

i) Ensure appropriate policies are in place which underpin the overall day-to-day management and control of YHA and its business are developed and maintained accordingly, and that YHA adheres to those policies in its management, planning, decision-making and compliance with regulatory bodies

j) Agree the levels of delegated authority to the officers, sub-committees, and CEO, ensuring these are recorded in writing, and there are clear reporting procedures which are also recorded in writing and complied with

k) In relation to any personnel issues involving the CEO and Executive Team, ensure procedures are in place for resolving disputes and grievances and the Chairman and Officers fulfil any roles in those procedures; to respect the confidentiality of all parties; and to be involved only at the request or with the agreement of the Chairman

l) With the Chairman, reflect annually on the Board's performance and on the Trustee's own performance and contribute towards a Board development plan

m) Attend Board meetings, read relevant papers and be prepared to make a contribution; and to participate in sub-committees, task groups and 'sounding boards', and lead on or participate in specific issues as requested by the Chairman or Board

n) If so appointed act, under direction of the Board, as a link Trustee to a designated forum for the purposes of directly communicating with YHA members to explain or consult on Board strategy and policy, hearing of and discussing initiatives, activities and concerns, and reporting back forum views to the Board

o) Act as a spokesperson for YHA when asked by the Chairman and work within an agreed brief; and attend events as an ambassador for YHA, to network and promote YHA's work

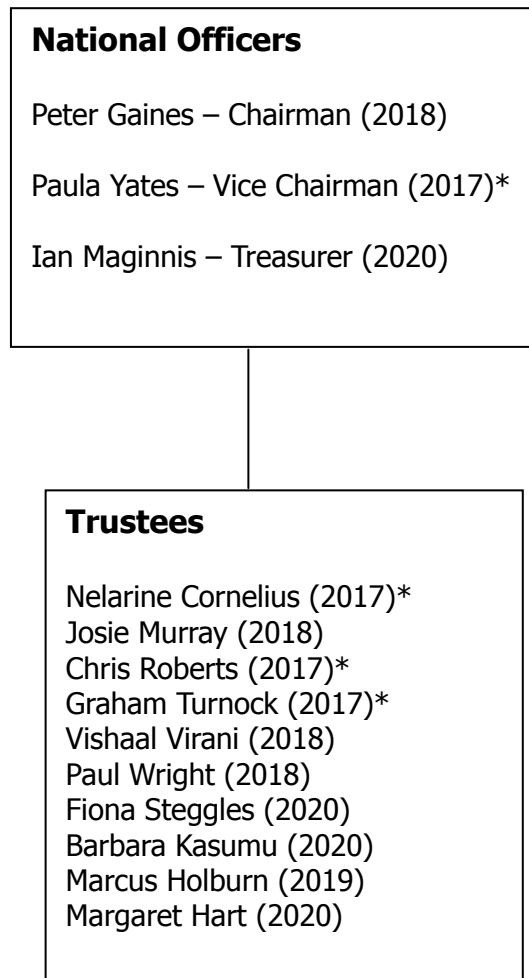
p) Respect the confidentiality of information on YHA policies, activities and personnel to which, as Trustees, they have unique and privileged access.

Appendix 2

Structure Chart

Board of Trustees

(Retirement dates shown in brackets)



*=retiring this AGM

Appendix 3

Achievements against the current 2014-2017 Business Plan

Our people and teams

We have 1,300 employees at our summer peak with a core of about 1,000 year round. We also have seen our base of active volunteers exponentially increase, continue to have buoyant volunteer enquiries and conversions, and have benefited from many thousands of hours of support.

We have been able to implement two across the board pay awards and a well-deserved Christmas bonus to all our employees. Some significant projects have been completed, not least the launch of the updated YHA intranet with lots of new features and much improved usability, a brand new Jobs and Volunteering website, bed-making across the network, a brand new HR/payroll system and Flow Online Training, the launch of World Class Manual, providing a standard way of working, to assist our network and teams to deliver consistent standards and service, and our ambassador programme has really taken off with some outstanding individuals as our ambassadors- Alex Staniforth, Alan Hinkes, Sarah Outen, Ranulph Fiennes and Sir Chris Bonington.

YHA Keswick and YHA Ambleside bounced back after the floods in 2015 and 2016, showcasing the fabulous YHA teamwork that exists, as our hostels as well as our Contact Centre in Matlock, pulled together to reduce disruption to our guests and minimise the damage.

No surprise then that we were again awarded, for the second time, the prestigious Investors in People Gold, in 2015, and continue to hold the Investors in Volunteering accreditation. We were shortlisted for the prestigious Investors in People Awards and the Charity Times 'Best Internal Communications' award in 2016. Several gongs have gone to our Sales, Marketing and Digital teams (including the 'Outstanding Achievement' award at the 2015 British Educational Travel Association [BETA] Awards) and to our Head of Business Systems ('Best use of Agile' in the not for profit sector at the Agile Awards).

We now also host our own YHA Awards, in March each year, where our inspirational people who tirelessly, enthusiastically and often voluntarily make YHA what it is are rewarded.

Our customers and members

We have won an armful of awards over the three years including, last year, advertising campaign of the year at the Travel Marketing Awards, Best Marketing Award at BETA and YHA Eskdale won the Best School Trip at the School Travel Awards.

At the end of 2016 we launched a brand new Groups & School Trips website, which has already generated an increase in traffic of over 200%.

Our accessibility policy has been created and implemented, offering clear information to our guests about the accessible facilities that are available throughout the network.

Our customer feedback is exceptional, with average scores of over 90% and a net promoter (“would you recommend us”) score consistently above 70%. The highest scores are consistently for our welcoming staff and locations while, historically, our lowest have been on bathroom standards and cleanliness, so we have worked hard to address this through in-hostel initiatives such as the Housekeeping Academy and bed-making. In our London region hostels we have successfully moved to in house cleaning, and the planning and engagement shown by all in the region to support this has led to a rise in cleanliness scores from 86.0% to 89.3%. In addition, our Springboard projects - relatively small, targeted investments into minor refurbishments at some of our properties that have been in need of a bit of TLC for some time – have underscored this hard work. It is so encouraging to see our efforts reflected in such positive feedback. We have been shortlisted for 2 awards at the UK Customer Satisfaction Awards 2017.



Wifi is now live in 89 properties in the network. Paypal is now available on YHA.org.uk for our customers to pay for F&I bookings, alongside credit and debit cards, which doubled mobile conversion rate overnight as customers found it much easier to book on their phones with their Paypal accounts.

Record sales on YHA.org.uk are expected to reach £13.5m by the end of the financial year.

Some great work at YHA Tintagel and YHA Dartmoor has led to both hostels seeing their Visit Britain ratings increased - at Dartmoor from 2* to 3*, at Tintagel from 2* to 4*. YHA Cardiff has secured a 5* Visit Britain rating, and been voted #1 in its category on Tripadvisor.

Since our successful pilot at YHA Hawkshead in 2013, we have vastly extended the reach of our alternative accommodation [AA] options through significant investment in both new and existing camping and cabin facilities and an increased range of accommodation types, which has introduced new guests to YHA. We have 13 AA products at 27 locations and 48 of our sites offer camping, and it's all available to book online. Dogs were officially welcomed to stay last year in our pods, cabins, bell tents, tipis and campsites AND use our cafes.

Our 'customer journey' begins at booking and in the Contact Centre, and the team is now multi skilled, with all advisors spending their first month working on F&I, before being trained in Group bookings. We have successfully embedded a process for handling refunds within 28 days, which is now managed by the Customer Care team.

Overall we are welcoming more guests than ever before – by the end of January 2017 we had achieved 1,854,539 overnights with four weeks of the financial year to go, on track to surpass 2016's record-breaking overnights figure by around 10,000!

Our members (alongside our employees) can be our strongest advocates, and with more than 166,000 they are the bedrock of YHA. We recognise that times are changing, as we have seen a long-term creeping reduction in new members which speaks of a different outlook amongst the younger generation (and our new Business Plan addresses this with a customer engagement and loyalty initiative); however, the members we have are more genuine and loyal than in recent years when many used membership to access free WiFi, or to avoid having to pay the additional non-member price. In addition, with our efforts to secure direct debits, our renewal rate, currently at over 80%, is once again growing and underlines this intrinsic loyalty.

Finally, YHA has had some significant governance changes leading to the 2016 AGM being the first open to all members, rather than just delegates from Regional and Wales Councils.

Developing young people

Our overall figures are impressive – around half a million under 26s have stayed overnight with us this year. Within this, there are lots of successes, big and small, to celebrate.

YHA education centres are in some of the most beautiful parts of England and Wales and in some of our city centre Youth Hostels too, opening doors to both the countryside and culture for many thousands of youngsters. In 2015 we teamed up with Walker Books to launch the brand new YHA Alex Rider Spy Academy for schools, adding to our bespoke schools packages. More than 100,000 school children stay with YHA on their school trips every year, with around 20,000 of these children enjoying one of our bespoke packages.

74 of our Youth Hostels currently hold Learning Outside the Classroom accreditation, which is a recognised independent endorsement of quality accommodation and a great learning experience away from school.

Every year we have extended the number of places available for young people on our Summer Camps. In early 2016 our brand new Summer Camps website went live which is helping us to build on our success. 725 young people came on a YHA Summer Camp in 2015 and 98% occupancy over all camps was achieved. Over Summer 2016 we had 89% occupancy and 882 participants, 30% of whom were returners, 21% of whom were funded, 46 were looked after young people.

NCS is the government-backed part-residential volunteering and community cohesion programme for 16 to 18 year olds. YHA is one of the leading providers of NCS camps which run in the school summer holidays. Our delivery partnerships are strong and growing; in 2015 we ran 101 YHA camps for over 6,000 young people, increasing

this year to 114 camps at 21 Youth Hostels for 6,500 young people in total – this was 5% of all NCS places and an impressive 26,000 overnights.

We have also extended our bespoke camp and product offering to more youth charities working for hard to reach young people, in the last three years running specialist camps in partnership with the Royal British Legion and the RAF, YMCA, FAB, the Family Holiday Association and NDCS.

We have provided life enhancing activity breaks, offering funding support to more than 30,000 disadvantaged young people to take part in school trips and Summer Camps through our Breaks for Kids programme in the last three years.

We have also significantly ramped up the volunteering opportunities that we offer, in particular through, for example, the Duke of Edinburgh's Award, Chance for Change and corporate partnerships. In the last two years YHA has hosted more than 1,350 young volunteers taking part in their DofE Gold residentials and around 500 people have taken part in corporate volunteering programmes with Amey, the DWP, Halifax, Kier and Network Rail.

We have also embarked on some great new partnerships which will increase our reach to even more young people in years to come, including with British Triathlon which will be officially launched in Spring 2017.

YHA's work overarches many different government priorities and we have developed a political strategy that has ensured the continuity of support despite a changing political environment. We have the All Party Parliamentary Group on Youth Hostelling, whose member numbers have fluctuated from a high of 101 MPs just before the general election in 2015, to 55 immediately after, rising again to 65, and expected to further increase to 75 by the end of this year. Contacts made with members are nurtured even after they leave the group, and we gain new members, and develop relationships with existing, based on MPs who have Youth Hostels in their constituency. During the last three years we have had 20 visits by MPs and ministers to Youth Hostels, four ministerial openings and one Royal visit by the Queen.

All in all our bespoke residential and activity packages have helped thousands of school children, college students, young workers, volunteers and disadvantaged children from all walks of life to have safe, healthy, fun, educational and active experiences which encourage confidence, independence and life skills.

Our first ever Impact Review was published 2015 and our second in 2016, both showcasing all of this great work that we do and the impact we have on the lives of young people; you can read the latest one here: <http://www.yha.org.uk/our-impact/>.



Financially sustainable growth

Hostel trading generates most of our income through overnight stays and food and beverage sales. Since 2015 we have seen increased occupancy in our hostels (to over 61% across the network) and have grown yield to produce exceptional trading results. At the end of 2016 (10 months year to date) total income was over £43million, £1.4million ahead of the previous financial year (itself a second record-breaking year) and almost £1million more than we budgeted for.

This sustained growth has enabled us to invest £30 million in our property portfolio over the last three years to ensure we have hostels in the right places, and those that we have are maintained to appropriate standards which meet our guests' expectations. This has included: the opening of three brand new hostels in the past 18 months at the Eden Project and in Brighton and Cardiff (which won 'Best Accommodation' at the 2015 BETA Awards); major recent refurbishments and reopenings of YHAs Ambleside, Boggle Hole, Cambridge and Pen-Y-Pass; Springboard investment into 36 sites which has particularly focused on improving social spaces and toilets and showers; and not least, extending our AA range of camping, glamping and cabins at 24 different hostels. In 2016/17 alone YHA will have invested £8million in full and part refurbishments at 16 hostels, large and small, rural and city, and £750,000 into 14 new Springboard and six new AA sites.

By the end of the current Business Plan period we will have invested in over 50% of our network in the last three years, righting historical under-investment to improve standards, and increase occupancy, overnights and revenue in our invested sites.



A snapshot of YHA Boggle Hole post refurbishment

Our strategy to invest in refurbishment and to identify new sites is all part of the work we have undertaken to determine the potential size and shape of a fully invested YHA network, which also means rationalising the network with some hostel closures. These are always difficult and careful decisions, which take into account the number of guests, feedback and level of investment needed, and all the proceeds from hostel sales are reinvested back into the network. The most recent closures, in 2016/17, have been YHAs Cockermouth, Dimmingsdale, Earby and Woody's Top.

Our new and newly invested hostels continue to grow in popularity and occupancy levels look strong. In addition, and very excitingly, we are in the process of purchasing land and planning for the construction of our biggest ever, 700+ bed Youth Hostel, at London Stratford, which is scheduled to open in 2019.