

Adventure. For the first time and a lifetime.



Our 10-year strategy, refreshed.

We've reached the mid-point of our 10-year strategy. It's guided us well over the last five years and opened doors for major impact programmes and strategic partnerships. A lot has changed since we developed the strategy in 2020. To move the charity forward, we have refined our mission and priorities – sharpening our focus to make best use of resources to deliver the impact people need now and in the future. Our drive to improve access remains as strong as ever.

We remain committed to our charitable objects

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 new theory of change



Vision

Everyone has access to the benefits of adventure, for the first time and a lifetime.



Mission

Enabling everyone, especially young people, to connect with people, nature and heritage through hostels in amazing places



Impact

Improved access to experiences in nature and heritage contributes towards enhanced wellbeing.¹



Outcomes

- Improved **confidence** to try something new
- Improved **connection** with people, nature and heritage
- Improved sense of **belonging** at YHA

¹ Mental Health Foundation 2021, Historic England 2018

Our strategic priorities

We have refined the 10 impact and enabling priorities of our 2020 strategy to a focussed set of five. Two enabling priorities and three audience-based impact priorities.

- We will build a strong base of support for YHA and the hostelling cause through deeper engagement with staff, members, donors, volunteers, partners and funders.
- We will maintain a viable network of quality, affordable and sustainable hostels, supported by an efficient central office, that generates an annual surplus.
- We will enable everyone to access our places and use our network to connect our guests to people, nature, heritage and physical activity in and around our hostels.
- We will increase access to overnight stays in hostels, supporting opportunities for anyone who would benefit from the first-time experience and empowering them towards self-led adventures.
- We will subsidise first-time overnight stays for young people least likely to access experiences in nature and heritage, targeting those who stand to benefit the most from an overnight stay.

How we will measure our progress

1. By 2030, we will have doubled the proportion of disadvantaged young people* staying with us – from 10% to 20% of guests under 26.
 2. By 2030, we will have increased by 50% the proportion of people staying from educational and funded groups – growing to one third of all guests.
 3. By 2030, those who stay with us, benefit from our provision and support, our employees and volunteers, reflect the demographics of England and Wales.
 4. By 2030, we will be back in surplus, enabled by year-on-year growth in the occupancy of our sites and our trading income, and by meeting national charity and hospitality benchmarks for operational efficiency.
 5. By 2030, we will have developed a broader base of support for YHA, enabled by year-on-year growth in supporter numbers, net promoter scores ahead of the sector average, and an employee engagement score above 75%.
- And across everyone who stays with us by 2030 we will have seen year-on-year growth in guests' confidence, connection and belonging.

*young people attending from schools/groups with postcodes located in bands 1 to 3 of the Index of Multiple Deprivation (IMD).

As we stride forward to our centenary with clarity of purpose, we hope you will continue to support YHA in its mission to connect people with each other, the outdoors, nature, and heritage through hostels in amazing places.

We are YHA.

Because where you go changes who you become.

yha.org.uk