



# **YHA AGM 2018**

Saturday 30<sup>th</sup> June 2018

The Royal College of General Practitioners - London

# Chairman's Welcome Address

*Peter Gaines, Chairman*

# Apologies for Absence

- Sarah Outen – YHA Ambassador
- John Mann MP
- David Owens – CEO An Óige
- Dermot O’Lynn – CEO HINI
- Jaqueline Hill – Chair HINI
- Darragh Miller – Chair An Óige
- Chris Darmon – EX YHA Chair
- Diana Nightingale MBE
- Nancy Buchanan
- Helen Race
- Judith Bramall
- Louise Lester
- Matthew Webber
- Christine Muller
- James Atkinson
- Hannah Wilce
- Juanisa Sumanti
- Rosemary Baines
- Amelie Kirchgaesser
- Gavin Lindsay
- Andrew Knowles
- Mohammed Dhalech
- John Gardner
- Louise Campbell
- Adan Redshaw

# Admission of Members of the Company

## Appointment of Scrutineers

# Minutes of the AGM held in London on 8<sup>th</sup> July 2017

## Ordinary Resolution 1

# Matters Arising

# Agenda

- Financial results – *Ian Maginnis, Treasurer*
- 2017/18 Review – *James Blake, Chief Executive*
- Q+A
- Formal approval of financial statements
- CNP and Trustee elections (and lunch...)
- Special resolution – governance changes
- Guest speaker – *Alex Staniforth, YHA Ambassador*
- Special interest forums
  - Charitable impact and focus
  - New engagement framework
  - Investments in our network

# Highlights

- Another record year!
- Stronger focus on charitable impact
- Modernisation of governance and engagement
- Smooth transition to new CEO



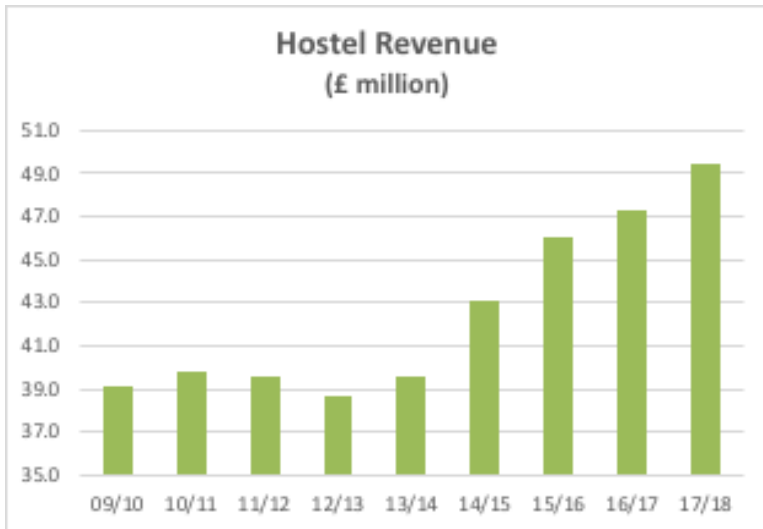


# Treasurer's Review

Ian Maginnis

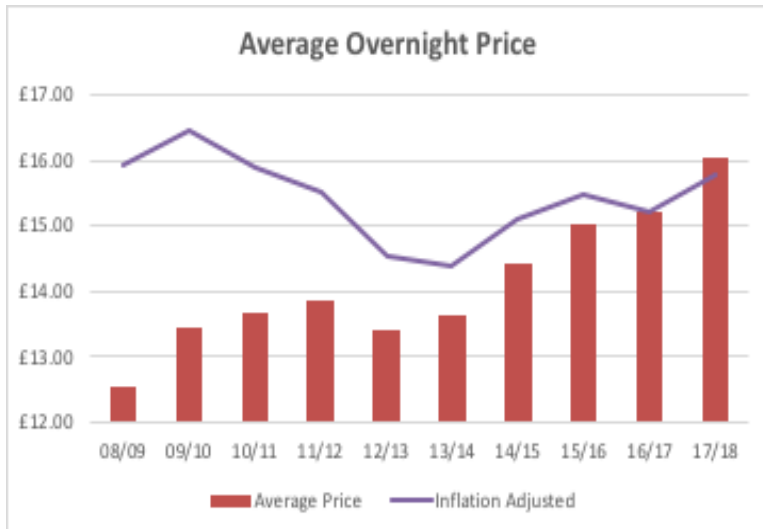
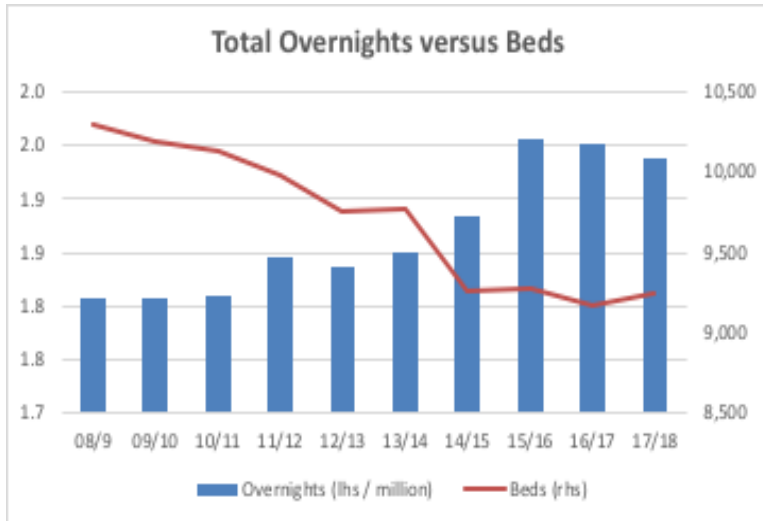


# 2017/18 – An Excellent Year



- Strong finances mean a strong charity
- Growing revenue, controlling costs
- Record hostel revenue: £50 million
- Trading margin over 8%
- Record cash surplus: £4 million

# Growing Revenue



- Overnight stays up, with fewer beds
- Occupancy up: 50 to 59%
- Overnight prices up: but less than inflation over the last 10 years
- Food & beverage sales now £13.6 million – but self-catering remains a key part of what we offer
- Alternative accommodation reached £1 million annual revenue

# Statutory Accounts

- No significant reporting / control issues found by the auditors
- Net income up £2.5 million: back to positive
  - Strong trading
  - One-time adverse refinancing charge in 2016/17
- Net assets up £3.4 million: actuarial gain on pension schemes

# Network Investment

- We want to be 'proud of every hostel'
- £102 million spent on hostels over 10 years: £9.9 million last year; £5.5 million on major projects
- Funded without significant additional borrowing



# Proud of Every Hostel: Recent Investments



# Proud of Every Hostel: Recent Investments





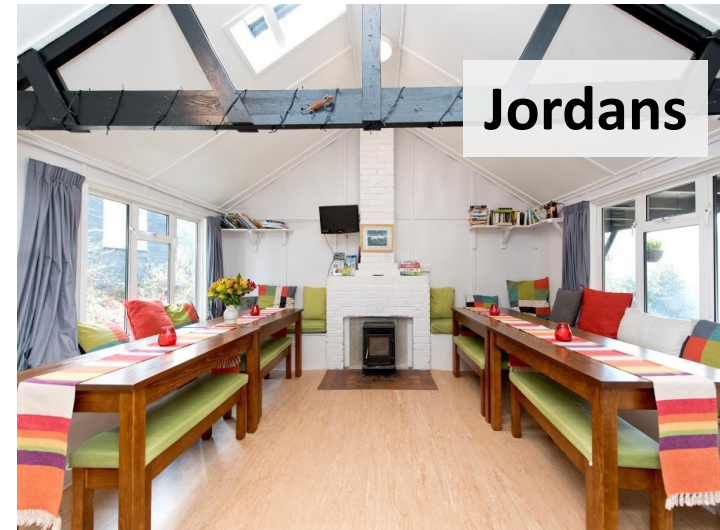
# Proud of Every Hostel: Recent Investments

**The Sill**





# Proud of Every Hostel: Recent Investments



# This Year

- Slow start – bad weather – but trading picked up in May
- Continued heavy investment in the network

## Major Investments Currently Planned

Street

Helvellyn

Truleigh Hill

Holmbury

Llanberis

Coniston Coppermines

- Stratford land purchase and start of construction
- Performance & Audit Committee will maintain close oversight



# A Leading National Charity for Young People

Review of 2017-18



**James Blake**  
Chief Executive

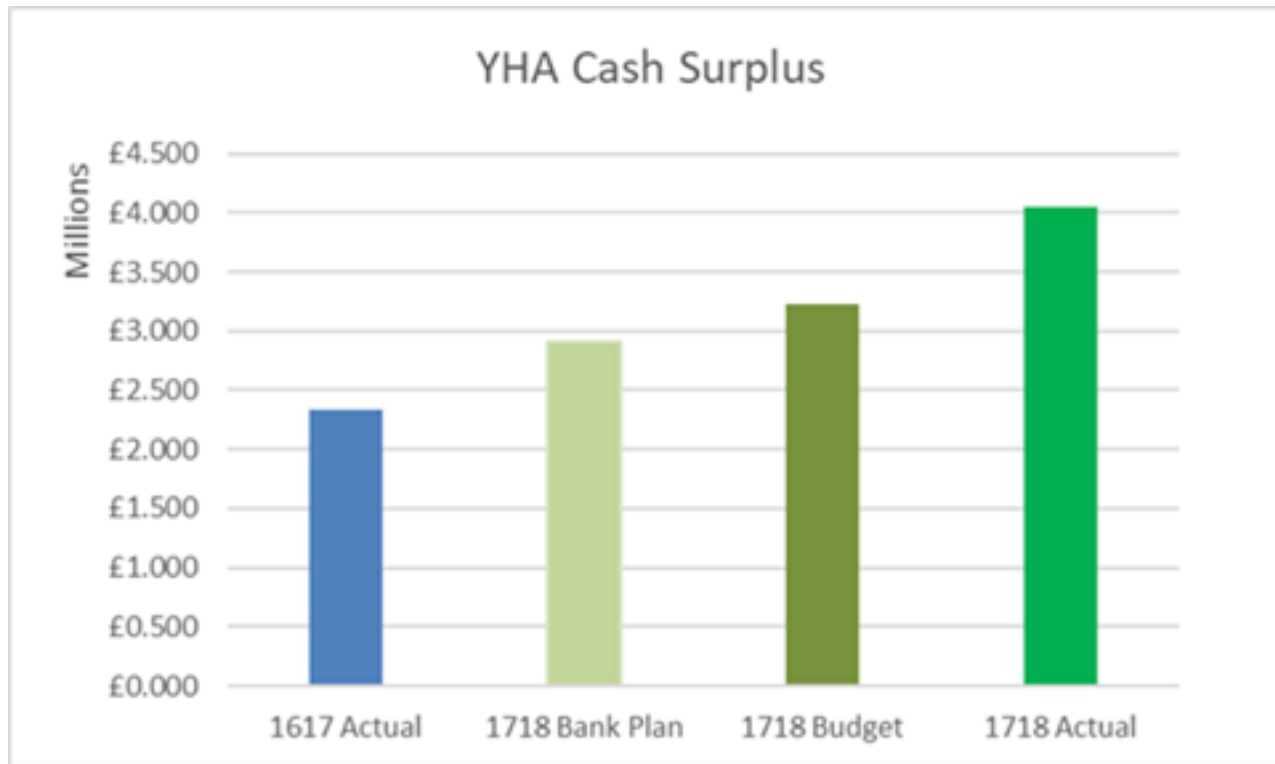
**@JamesBlakeYHA**  
[jamesblake@yha.org.uk](mailto:jamesblake@yha.org.uk)

# Review of 2017/18



- Highlights from the year
- Reflections on my first year as CEO
- YHA into the future

# A strong financial base

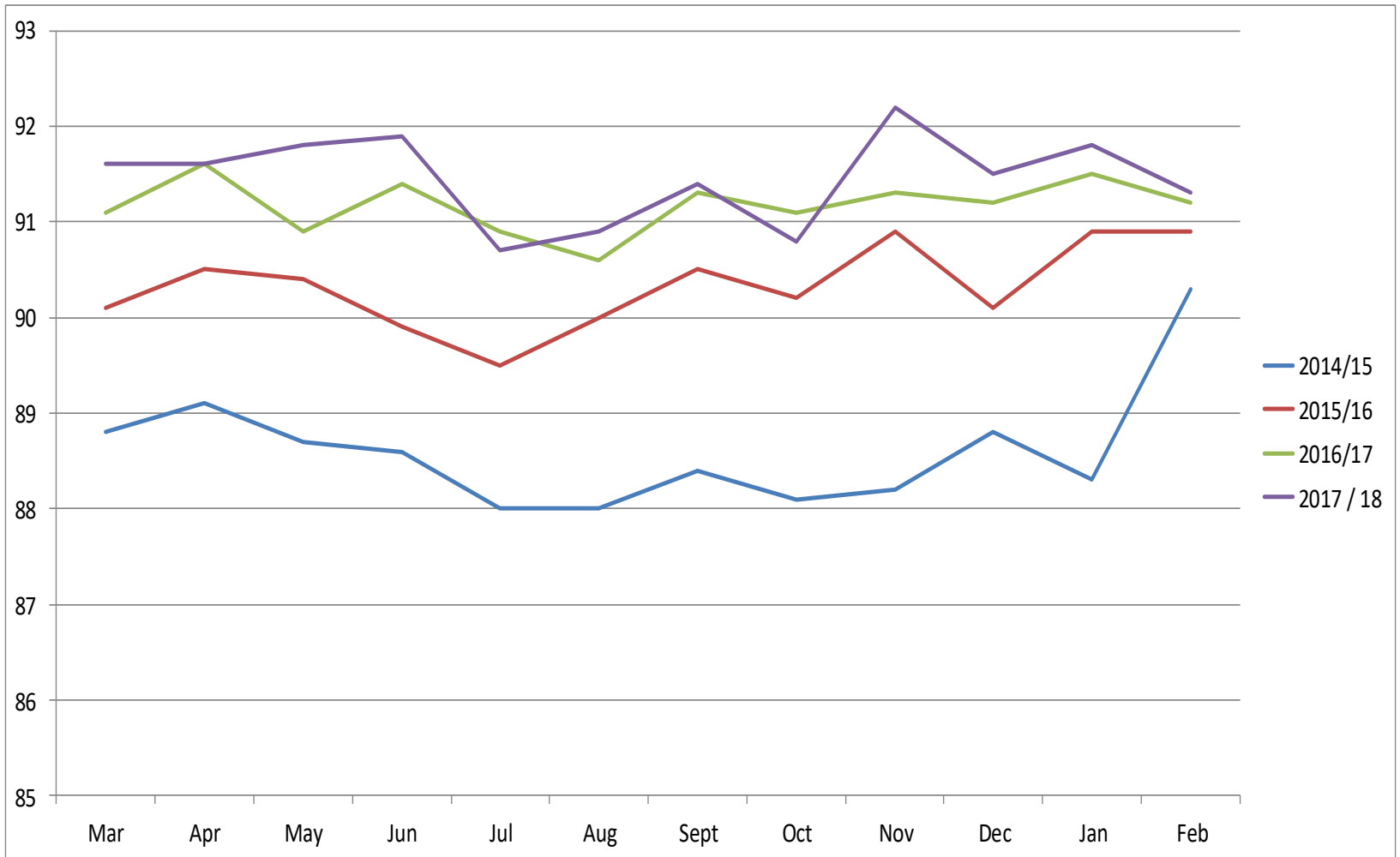




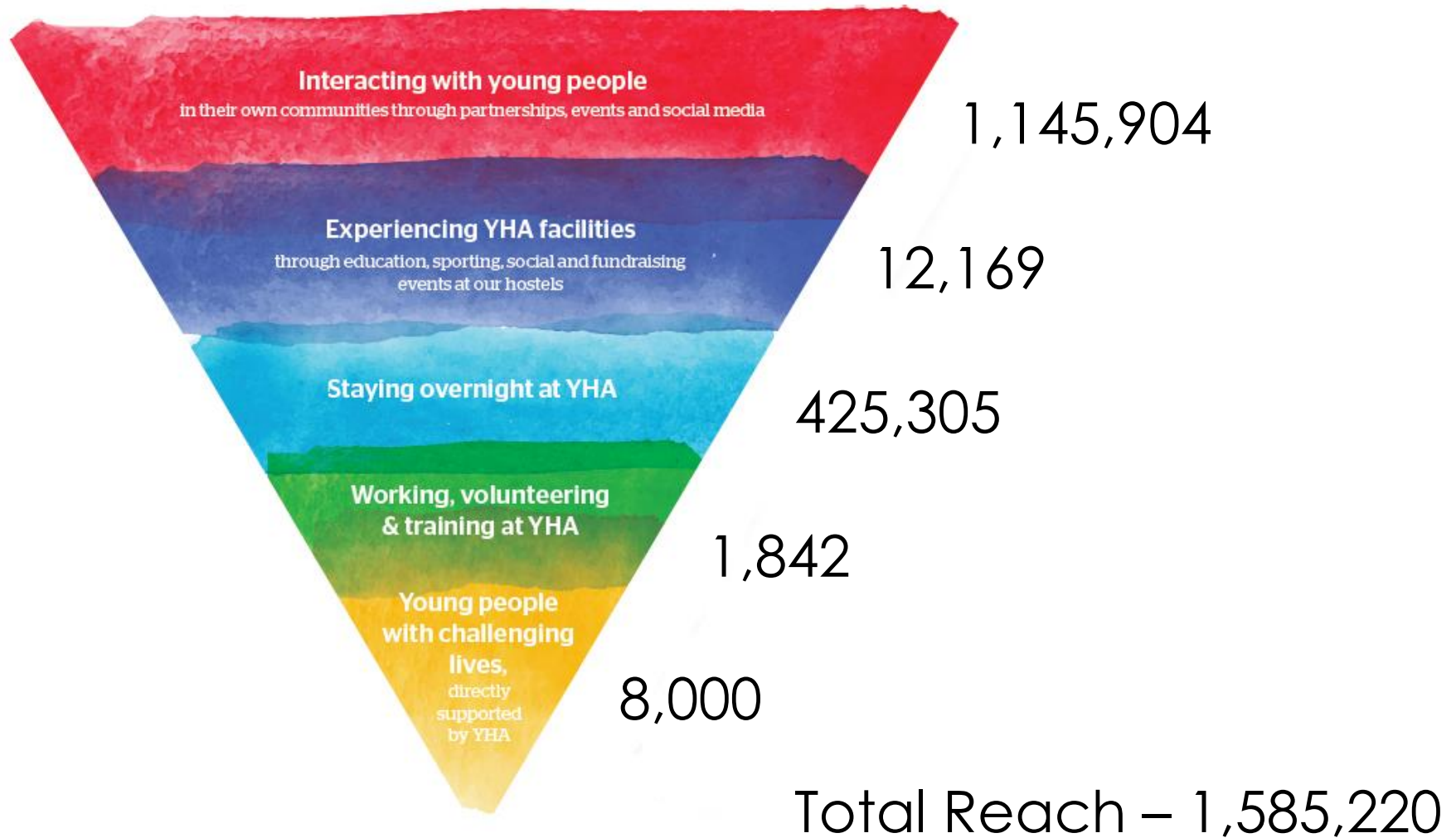
# New and refurbished hostels



# Guest satisfaction continues year on year rise

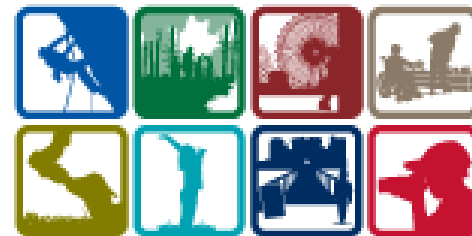


# Our impact on young people continues to grow





# Partnerships are key



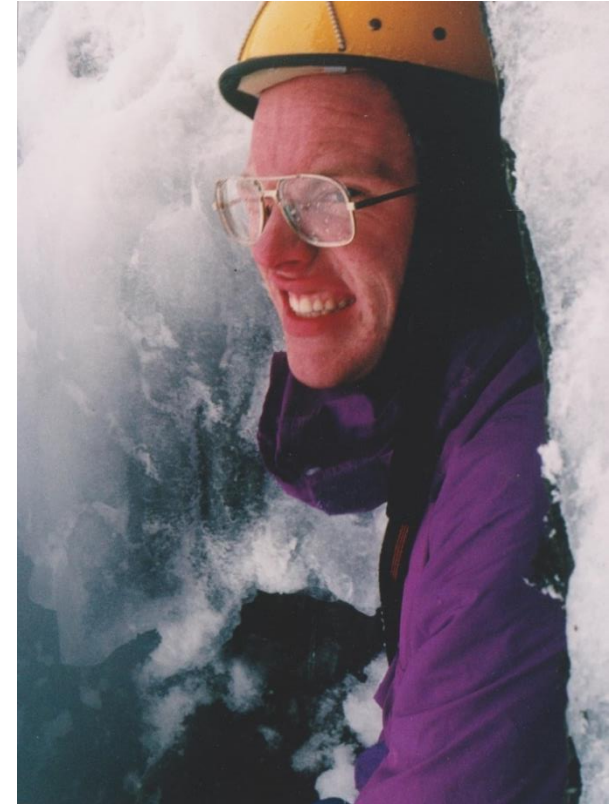
Council for  
Learning Outside the Classroom



# YHA into the Future



# My journey with YHA....



# 11 months in and around YHA

- 93 hostels
- 70 overnights
- c700 staff
- 60 cooked breakfasts
- 50 runs
- 10 meatballs, 10 chillis, 10 sausages, 5 lasagnes, 3 burgers, 1 curry....
- 30 CEOs of partner organisations
- 9000, Facebook Live views
- 1 capsized canoe
- 1 cracked rib





# YHA – the opportunities

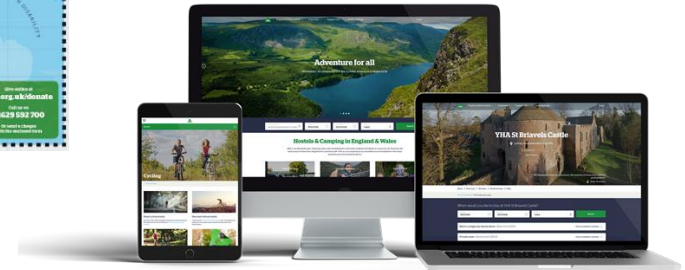
- Best place for a generation
- Put YHA the charity on the map
- Develop growth strategy
- Step change in engagement
- Harness potential of our people



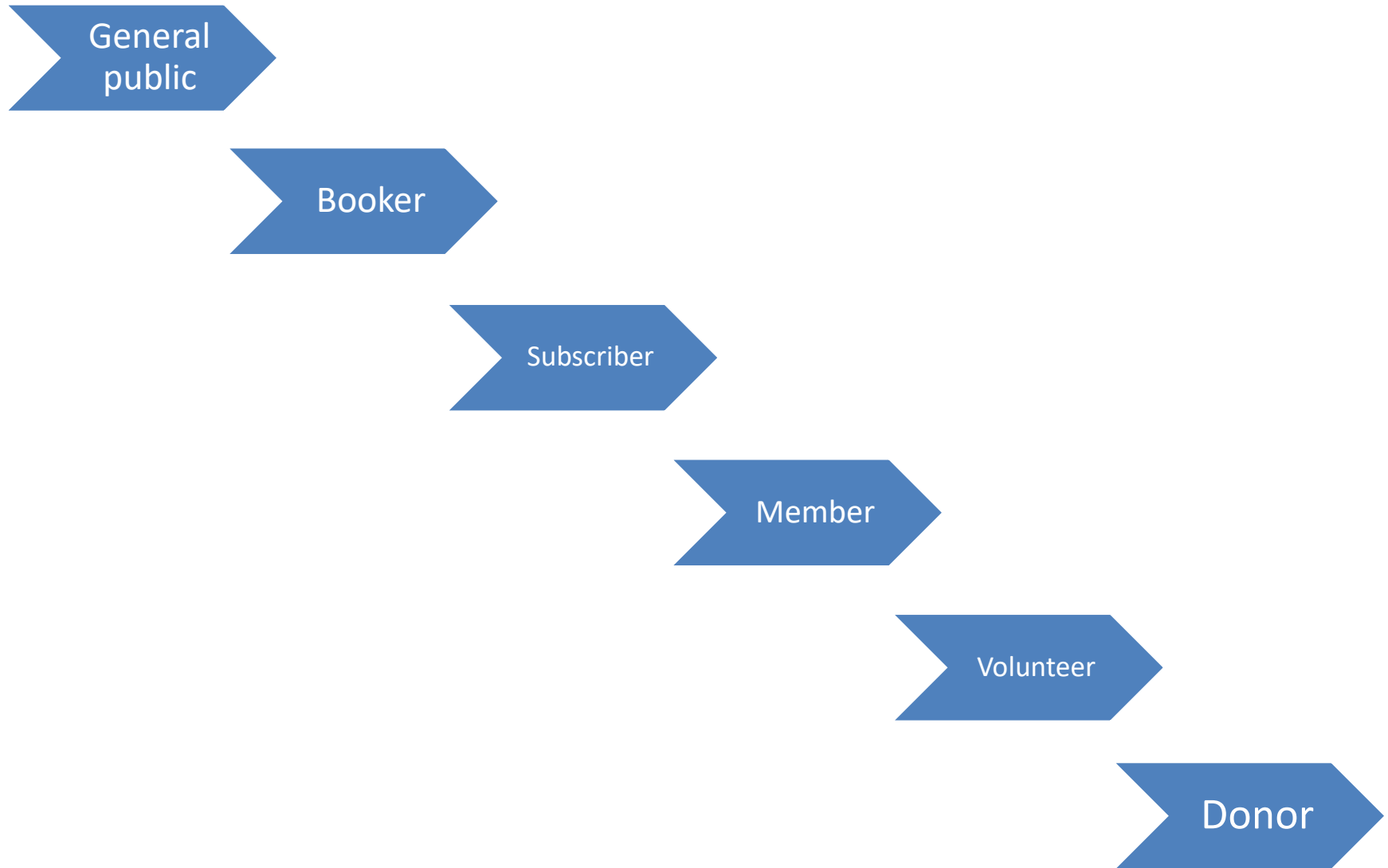
# Sharpening our charitable focus...

Area of focus	Target
Physical and mental health / wellbeing	All, especially young people with challenging lives
Life skills	All, especially young people with challenging lives

# Developing our future growth strategy



# A single engagement framework





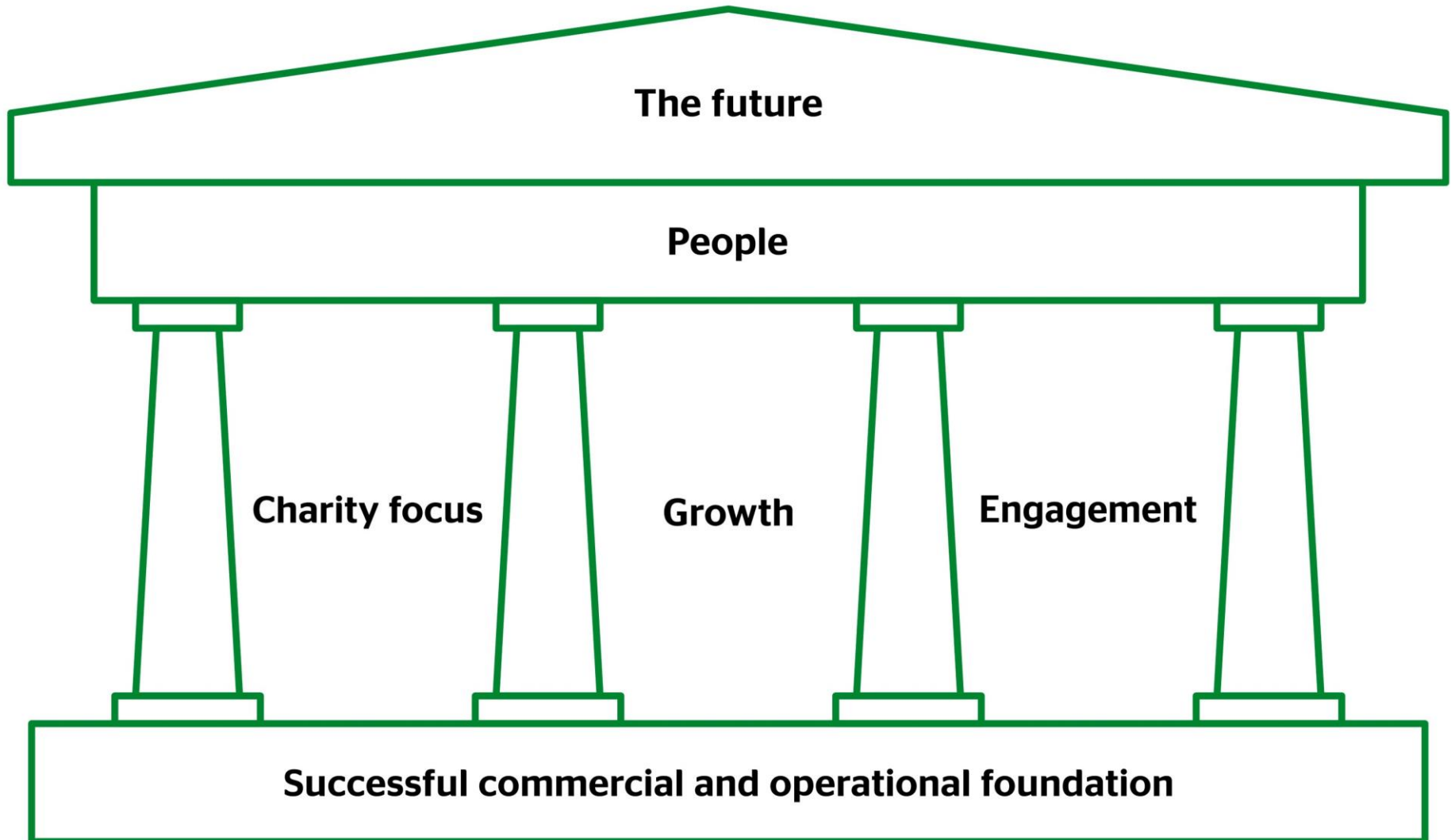
# Recognising and empowering our people

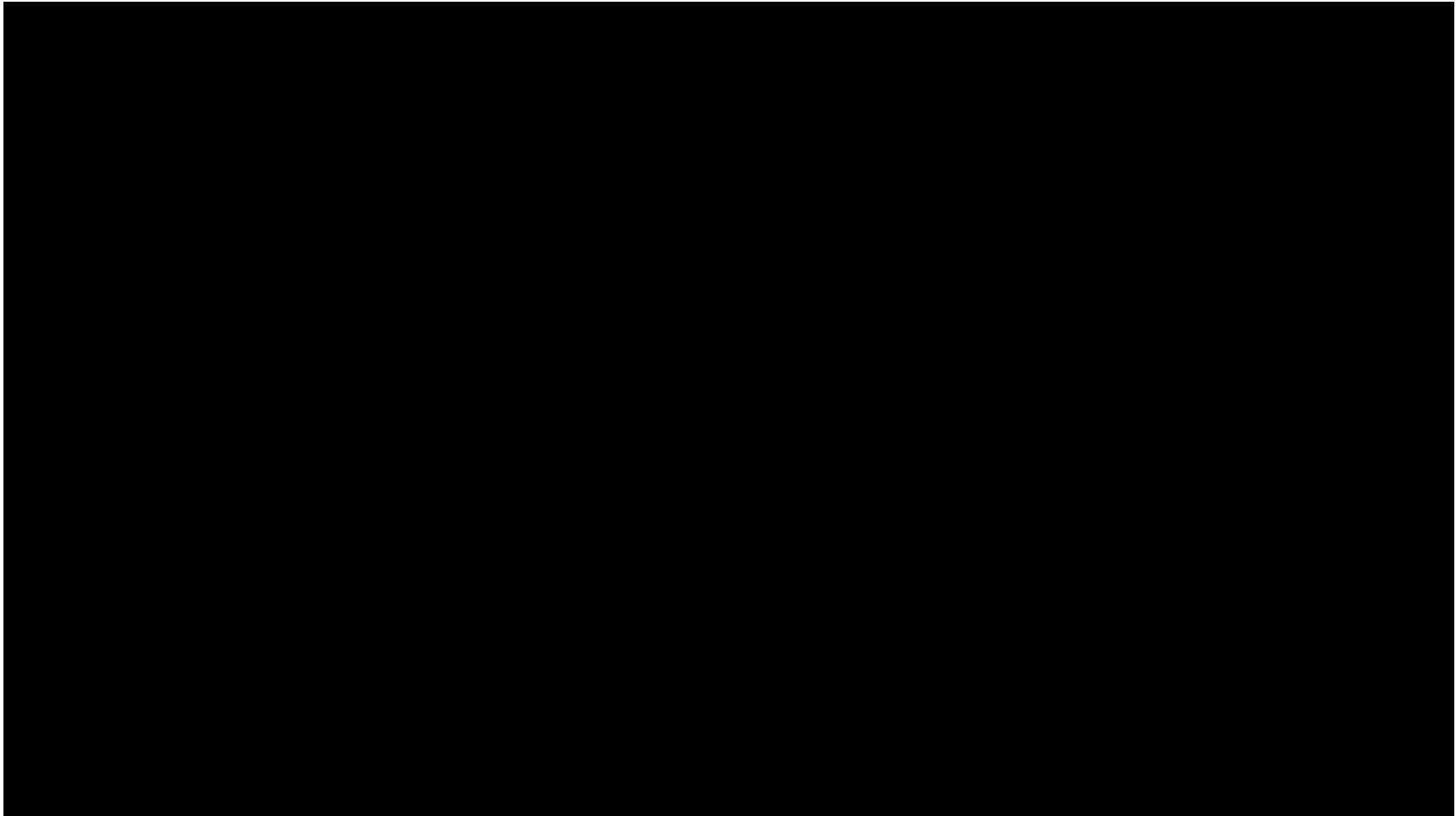


# Staying resilient in the face of challenges.....



# YHA into the future





# Questions & Answers

## Chaired by Margaret Hart



# Trustees Annual Report & Financial Statements

To reappoint Grant Thornton UK LLP as  
Auditors of the Company.

*Ordinary Resolution 2*

# Council Nominations Panel Report

*Trevor Cornfoot,  
Chair of Council Nominations Panel*



# Election to Council Nominations Panel

## Ordinary Resolution 3

To elect Paula Yates as independent chair  
of the Council Nominations Panel

# Election to Council Nominations Panel

## Ordinary Resolution 4

### Association Member to the Council Nominations Panel

## Candidate List

Helen Maurice-Jones

Paul Wright

# Election of Trustees

## *Ordinary Resolution 5*

# Lunch Break



## Candidate List

Jeremy Fish

Josie Murray

Hannah Paterson

Simon Reeve

Alison Scott

*and the following candidate is standing independently:*

Paul Dove

# Election of Trustees



Jeremy Fish



Josie Murray



Hannah Paterson



Simon Reeve



Alison Scott



Paul Dove

# Proposed Governance Changes

30<sup>th</sup> June 2018

Peter Gaines, Chairman

# Rationale For Change

- AGM attendance – declining and inadequate representation of 165,000 members
- Need for more attractive and modern forms of democratic participation
- Further step in the process of modernisation and best practice (e.g. National Trust)
- Successful experiments such as Facebook Live show potential demand for online engagement

# Key Objectives

- Extension of voting rights:-
  - Election of trustees
  - Election of (C)NP Chair and non-Board members
  - Motions
- Wider engagement of YHA members:-
  - Extension of vote (above)
  - Attractive scheme for widening of Company Membership
  - Modernised AGM unburdened by formality



# Additional (Cleaning Up) Provisions

- Re-naming of Council Nomination Panel to Nomination Panel
- Removal of option for trustee candidates to stand outside NP process
- AGM quorum moved to 50 (from calculated %)
- Removal of provision for amendment to motions
- Confirmation of National Officers as Trustees
- Limitation of Board rights to fill casual vacancies between elections

# Proposed Membership Categories From 2019



- YHA Members: Unchanged
- Association Members: All YHA Members with exception of staff and U16
- Company Members: To be offered to all Association Members
- “Registered Member” category to be dropped

# Voting From 2019

- Open to all Association Members
- To be conducted electronically prior to AGM (subject to Help Line provisions)
- Motions:-
  - Voting on-line plus at AGM but cannot vote twice
  - Live debate at AGM
  - No amendments
- Trustee/NP election results to be declared at AGM
- Opportunity to develop social media engagement

# Technical Provisions

- Robust electronic process:-
  - Mechanism to avoid voting twice
  - Confidentiality
  - Independent administration through e.g. Electoral Reform Soc
- Requirement for “voluntary” AGM registration to aid planning

# Extending Company Membership

- Easier to 'opt in' through online tick box
- Package of benefits
  - Exclusive access to 'behind the scenes' reports, events, consultations
  - Ability to attend AGM / vote on Resolutions
- Aimed at committed YHA supporters



# AGM: The Future...

- AGM to continue – democracy/accountability
- Remains a convenient forum / process to accommodate formal & informal engagement
- Formal business kept to a minimum
  - Ordinary and special resolutions
  - Brief presentation of business results, strategy
  - Opportunity to question Board & Executive

# AGM: Options / Outlook

- Shorter formal AGM embedded in informal day
- Post 2019: views welcome
  - Decentralisation to YHA Day at hostels?
  - Include within wider outdoor/youth event?
  - Live streaming?

# Implementation

- Project team to implement
- Commission independent organisation for online voting
- One-off communication to all members (including by post to those not online)
- Information prominently on website, in hostels
- Online voting for trustees Spring 2019
- AGM June 2019

# Voting

- Special resolution – governed by company law
  - No amendments possible
  - requires 75% majority in favour of votes cast
  - Vote ‘For’, ‘Against’ or ‘Abstain’

# SPECIAL RESOLUTION

## Changes to the Articles of Association and the General Meeting Standing Orders

### Special Resolution

*That:*

- (a) the current Articles of Association of YHA (England & Wales) be amended by replacing them with the version headed AGM 09/18; and*
- (b) the current Standing Orders for YHA (England & Wales) titled “Standing Orders for all YHA General Meetings” be amended by replacing them with the version headed AGM 11/18*

# Guest Speaker Alex Staniforth

Young adventurer, inspirational speaker, fundraiser,  
author and YHA's youngest Ambassador



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intentionally blank

# Results of Trustee and CNP elections

# Special Interest Forums

- Charitable Impact and Focus - Euston Suite
- The New Engagement Framework - Stephenson Suite
- Investments in Our Network - G1 Suite

# Summary of the Day

*Peter Gaines, Chairman*

Thank you very much  
for attending

See you at YHA AGM 2019  
Sat 29<sup>th</sup> June