

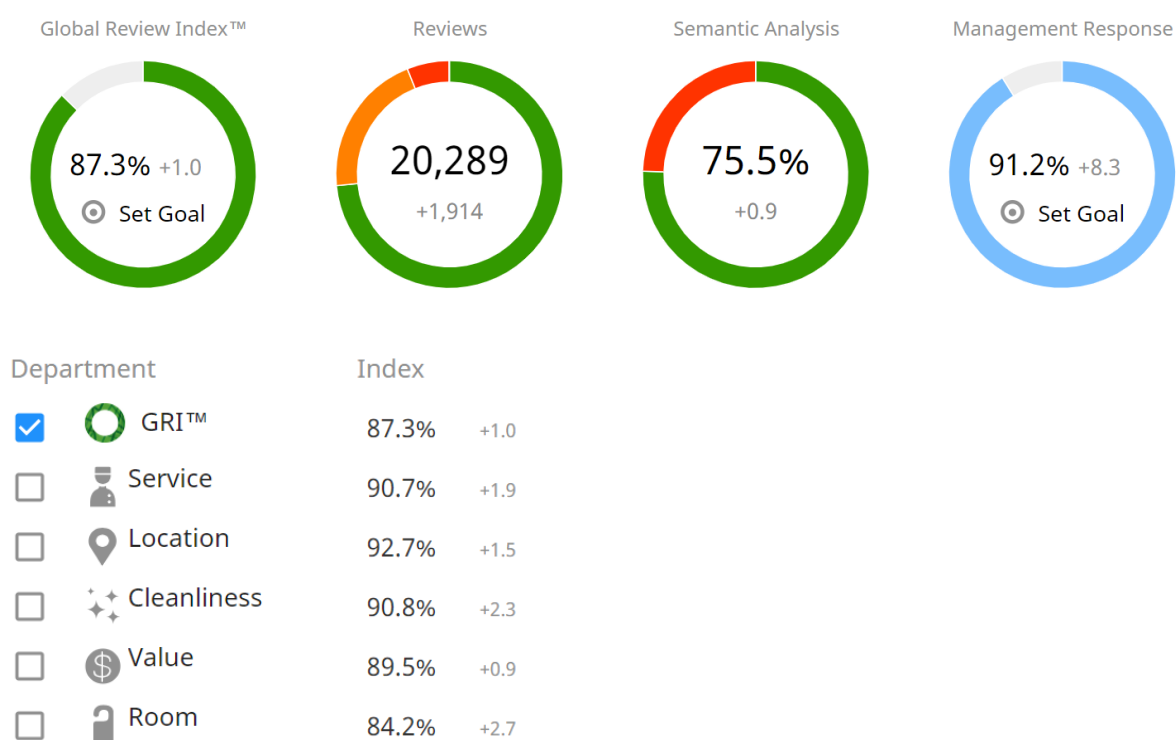
CEO REPORT – OCTOBER/NOVEMBER

Summary

1. As this report coincides with the December Board meeting, there is no information included this month on trading, financial and operating performance, and YHA London Stratford as detailed papers on these have gone to the Board. A summary of the Board meeting will be published next week.
2. The last month has seen solid trading performance and, with Anita Kerwin-Nye starting in post, a step up of work to develop our partnerships and profile, including the launch a very successful 'adventure effect' campaign. In addition, Exec attention has been focused on preparation for the Board; and associated work on our budget, cash flow, trading, capital and people plans for 2019/20.

Guest satisfaction

3. Financial year to date, ReviewPro guest satisfaction scores (based on comments and feedback from those booking via OTA channels such as booking.com) continue to show good performance ahead of last year in all categories with room and service particularly strong.



4. TLF satisfaction scores (based on surveys to those booking via YHA) for the month of October again highlighted a noticeable improvement in value for money (VFM) and NPS back into the 70%+ area. Meal satisfaction has continued to outperform last year. The Trading Team are currently pricing 2019 where we are looking to find the ideal positioning to grow overnights and deliver VFM. The

reporting metrics have changed slightly so that some scores are given as percentages and some as scores out of 10.

Satisfaction			
Overall satisfaction			
Current month	Previous month	Same month previous year	YTD
90.8	91.2	90.8	91.0
Bedroom cleanliness			
Current month	Previous month	Same month previous year	YTD
9.1	9.2	9.2	9.2
S&T cleanliness			
Current month	Previous month	Same month previous year	YTD
9.0	9.1	9.1	9.0
Meals			
Current month	Previous month	Same month previous year	YTD
8.4	8.5	8.2	8.4

Satisfaction			
Value for money			
Current month	Previous month	Same month previous year	YTD
9.1	9.2	9.1	9.1
Helpfulness of staff			
Current month	Previous month	Same month previous year	YTD
9.4	9.5	9.5	9.5
NPS			
Current month	Previous month	Same month previous year	YTD
71.7	69.5	73.3	70.1
Problem handling			
Current month	Previous month	Same month previous year	YTD
6.9	7.4	7.1	7.0

Capital projects

- At **YHA Bath** the annex handover date is expected to be 21st December and the opening to guests now early in the New Year.

Operations and people

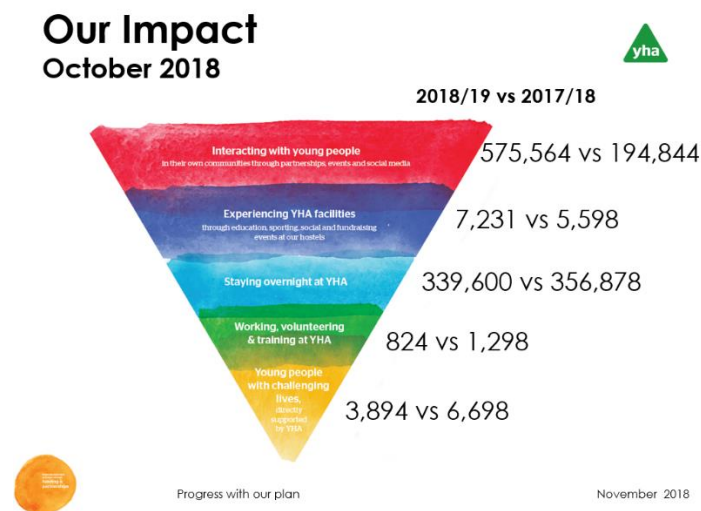
- I am delighted to say that YHA won the Silver Award at the Learning Technologies Awards for “Best Learning Platform Implementation”. At a very prestigious award ceremony attended by diverse and high profile organisations, YHA beat off competition from Sainsburys, O2 and Virgin to land the Silver.
- Phase 1 implementation of the project to refocus the Contact Centre around Groups and invoice management will begin in January. The Sales teams will be aligned into either Groups or F&I customers and this format has received positive feedback from all concerned.

Internal communications

- Early November was busy with our Autumn round of Exec Business Updates for all staff – these took place at YHAs Manchester, Lee Valley, Cardiff and Castleton, and at National Office with two sessions per day at both Lee Valley and in Matlock. These are for everyone, as they give the opportunity for people to meet the Exec team and ask questions and raise issues. This time round we focused on our performance so far this year, immediate priorities such as our Groups project, work to develop charitable programmes, the new adventure campaign, headlines from the employee survey, and our new directorate structure. All were well attended and well received with positive feedback on our direction of travel, and the alignment between our trading focus, and priorities for programmes and fundraising.
- We presented the latest long service awards – which this time round included four awards for 30 years’ service and another two for 25 years!

Reach and impact

10. A new pilot survey to capture the impact a YHA residential stay has on children and young people was launched this month. All participants that undertake a school trip at YHA Edale and YHA Castleton are being surveyed at the point of arrival and the point of departure to measure the physical and emotional impact their stay has had on them. So far 560 children have been surveyed. The initial responses are providing clear evidence that taking part in YHA experiential recreational activities has positive benefits for young people's health, wellbeing and social development – for example, 71% learnt something new, 84% made new friends, and 66% increased in self-confidence. Plans are underway to extend the number of hostels in the pilot from two to eight in the coming weeks.
11. Alongside this we have also launched the families and individuals (F&I) Impact Survey this month. This is sent by email to F&I guests two weeks after their stay to measure the increase in physical activity and emotional wellbeing they experienced during their YHA stay.
12. Together these initiatives are building a detailed insight in to the impact YHA is making across the breadth of our customer base.
13. The latest 'year to date' slide on our impact is below.



14. As previously reported, we continue to track significantly ahead of last year on 'Interacting with young people' due to the change to monthly reporting of social media engagement, which previously was only reported at the end of the year.
15. And, again as previously reported, due to the changes to the Breaks programmes application process, we continue to track lower than at the same point last year for 'Young people with challenging lives'.
16. We are 5% lower than last year for 'Staying overnight at YHA' which largely reflects our overall trading position.

17. The numbers of young people 'Experiencing YHA facilities' have continued to go up and are tracking at a 29% year on year increase. YHAs St Pauls, Treayarnon Bay, Tanners Hatch, Kington, York and Portland deserve special mention this month for their contributions.
18. The overall number of young people 'Working, volunteering & training at YHA' is still tracking below the same point last year; however, within this figure, the number of U26s volunteering is higher – at 548 compared to 419. Notable also is that 20% (224) of our employees are under 26.

Events, stakeholders and partnerships meetings

19. I have had a slightly lighter schedule of external meetings this month due to November's programme of Exec Business Updates across the network.
20. Nevertheless, I have managed to fit in a number of contacts, including with:
- The CEO of British Orienteering, where we explored opportunities to refresh our partnership, including developing orienteering as a part of our activities offer.
 - The Director of the Young Women's Trust, who support economically disadvantaged young women, to discuss links with our traineeships and Breaks programmes
 - The CEO of Gingerbread, a national charity who support single parent families (again with a link to our Family Breaks development).
 - The CEO of the Institute of Outdoor Learning, who are the lead professional body in the outdoor learning sector and one of the main consortium partners in our DEFRA bid
21. Earlier this week I attended the presentations of Duke of Edinburgh Gold Award at St James's Palace, where I had the opportunity to discuss our developing partnership with DofE. This year we have provided more gold volunteering residential opportunities (c200) than ever before. Interestingly, DofE are now rolling out a new dimension to the Bronze award, where participants can stay in basic accommodation rather than camping (they have completed some research which suggests that camping can put off some more disadvantaged groups from taking part on DofE). Clearly this provides us with other opportunities which we are exploring with them.
22. Finally I hosted tea at YHA St Pancras for the CEOs of the Campaign for National Parks, Ramblers, Open Spaces and CPRE. Interestingly these are the organisations who came together in the 1940s to commission the Dower report that led to the foundation of National Parks. Most have relatively new CEOs keen

to re-engage their organisations with young people and the role of the outdoors and the countryside in education and learning.

23. Anita represented YHA at the launch of the #IWill campaign's 2019 environment theme which is tied in to DEFRA's Year of Green Action. This took part during #IWill Week in November, which we supported on social media. The core of the #IWill campaign is around all forms of youth social action, so our volunteering and fundraising opportunities are important ways that we can get involved and build our partnership with Step Up to Serve (who deliver the campaign). We have recently updated our pledge to support #IWill, which you can read (along with all others') here: <https://www.iwill.org.uk/get-involved/iwillweek-2018/>

24. Upcoming events of Board relevance/interest are listed in the table below.

Date	Event	Attending
14 December 2018	HI Board meeting – presentation and dinner – Welwyn Garden City	Peter and James
Early 2019 – date TBC	YHA Bath re-opening event, on completion of annex	All Board members welcome
5 th – 6 th February 2019	Supporter VIP event – YHA Stratford upon Avon	Board members welcome
4 th – 5 th March 2019	Supporter VIP event – YHA Conwy	Board members welcome
11 th – 12 th April 2019	Supporter VIP event – YHA Brighton	Board members welcome
20 th – 21 st May 2019	Supporter VIP event – YHA Grinton Lodge	Board members welcome

External communications

25. As you may be aware, our Adventure Effect campaign has been the major focus of the marketing team of late, and it launched on 7th November after a teaser

campaign; the feedback so far has been phenomenal – for the teaser phase alone, the results are:

- Social media reach: 1,508,057
- Video views: 314,553
- Engagement (click throughs to landing page): 7,364

26. If you haven't yet had an opportunity to view the video you can see it here:

<https://www.yha.org.uk/adventureeffect>

27. The launch campaign is on-going, with the education sector being targeted currently via email and media including Teach, Schools Week, School Travel Organiser, QA Education and Educator, and it features in the latest edition of The Wanderer. It is still being shared with senior stakeholder contacts. We are delighted with the reaction and profile so far. We have the potential to tailor to use for different purposes (stays, donations etc.) and will be exploring that in 2019.

And finally

28. With Duncan Simpson, our volunteer historian and archivist, I visited the fascinating YHA Archive at the Cadbury Research Library at the University of Birmingham. There is much rich material there which will be useful as we start to consider how best to celebrate our 90th anniversary. I was particularly struck by how the early pioneers of YHA were focused on social reform as much as countryside conservation; something that perhaps was less emphasised in the post war years.

29. Here is a quote from the Chairman, Barclay Baron, in the first handbook:

*"We are pledged to provide cheap lodging as a means to an end. A few of the ends which our means can serve may here be mentioned. An obvious and elementary aim is **health of body and mind**, which the outdoors and ...adventures [which] this kind of travel bring"*