

YHA Strategy 2020-25



Strategy 2020-2025 is ambitious. It will see us reaching more people and growing our impact, with a particular focus on those who could benefit the most. And it will establish YHA as a leading national charity and social enterprise.

Finding our future in our past

In 1930, we were born of social reform – a determination to improve the lives and life-chances of young people lacking access to activity, adventure, fresh air. The issues that faced our founders are still relevant today. In 2020, the year of our 90th birthday, we will return to our roots.

Building on all that's been

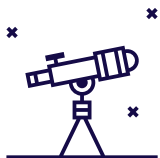
Our last strategy has been a real success. It focused on putting YHA on a firm commercial and operational footing. If the last 10 years has been about modernising our business, the next 10 will be about modernising our mission and becoming a leading national charity for young people.

We remain committed to our charitable object:

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.

We have revised our mission and vision to match the ambitions of the strategy

Vision



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

By 2025, every child is able to stay away from home, to travel, experience adventure and access outdoors, nature, culture and heritage. YHA will work with others to end the inequality that means some children have never been to a beach, visited a museum or rolled down a hill.

Mission



To enrich the lives of all, especially young people, by providing brilliant hostel stays and experiences that improve physical health, mental wellbeing and life skills.

Our long term targets:

- For 5 million people of all ages to stay with YHA over 2020-2025
- To be certain that access for all means all - that those who stay with us, benefit from our provision and support, our employees and volunteers, reflect the demographics of England and Wales
- To ensure at least 2.5 million children and young people have an overnight stay with YHA
- To ensure at least 250,000 of these children and young people are those with the most challenging lives

Our strategic priorities

To help us affect change we have identified 10 strategic priorities - five that focus on our impact on people and five that enable us to achieve this impact effectively, efficiently and in line with our values.

Impact priorities

1. Our top priority is to ensure that all means all, increasing the scale and breadth of our reach and ensuring that YHA is for everyone; **we will promote social inclusion and equity of access** with a particular focus on young people under 26 and by proactively targeting our efforts on those with challenging lives.
2. **We will increase access to stays away from home and improve connections to nature, outdoors, heritage and culture** - recognising that our hostel network provides unique opportunities for the many not just the few.
3. **We will improve physical and mental wellbeing** by providing activities and programmes and by supporting people to take their own action using our hostels as a base - both through overnight stays and as part of day visits.
4. **We will develop life skills and employability** through the development of the YHA Campus and YHA Curriculum; for our staff, volunteers and the young people that we work with.
5. **We will contribute to social cohesion.** We will encourage different sectors of the community who visit us - both overnight and for day visits - to learn from and with each other. We are part of the sharing economy. We will make best use of our places and spaces, and our activities programme, to make stronger links to local communities.

Enabling priorities

6. **Maintain a viable network of quality hostels** - places and spaces - that matches our strategic ambitions.
7. **Deliver against a framework of industry-standard benchmarks** that draws on the best quality models across charity, social enterprise, hospitality and work with young people. Work with transparency and with a focus on the experiences of our users - excelling in both digital and offline services.
8. Support growth by continuing to **generate an annual cash surplus** that supports our strategic intent, based on social enterprise principles.
9. Recognise that the risks to the environment and to the world and its population are a real and immediate threat by connecting people to nature. We will set a strong example - in how we use our assets and through our work with partners **we will help to improve the environment.**
10. **Build support for the hostelling cause** - drawing on our 90-year history to establish the importance of hostelling for all today; growing both the numbers of members but also how many members are active with YHA, and leading the movement for those who support hostelling as a route to affordable travel and adventure.

We are YHA.

We transform young lives forever through travel and real adventure.

Because where you go changes who you become