



YHA's Board of Trustees

Information pack for candidates
2019



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Introduction from Peter Gaines, Chair

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 150 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 one million young people each year, the foundation of our 2017-2020 Business Plan.

In recent years, YHA has been transformed into the modern, dynamic and customer-focused organisation that it is today under our CEO James Blake, who took the helm in 2017. As we approach YHA's 90th anniversary in 2020, the Board has an exciting and important role in working with James and his Executive team to set out and deliver the next chapter of our history which is true to our traditional values but relevant and attractive to future generations.

We are looking to recruit new Trustees who share our vision and enthusiasm, and can help us to continue our transformation to a vibrant and sustainable charity which delivers on its charitable objective. Although we search for specialist skills and experience we also recognise that we do not wish to compromise the general range of competences required to properly discharge the role of Trustee in a large and complex charity. We do have a list of priority skills and experience as well as a list of desirable but not essential skills and experience (for further details please see page 9). We are looking for people who share our values, have an understanding of YHA, and who have excellent interpersonal skills. You will be joining an existing Board whose success is dependent upon team work 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. Current challenges for YHA are reaching more young people whose lives are challenging – those who have most to gain from the opportunities YHA creates, the delivery of our new London Stratford hostel, membership engagement, governance, and an inexorable drive to deliver charitable impact from our investments in assets and people.

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. As a Trustee you will be expected to attend five full-day Board meetings a year.

I hope you are excited about this opportunity and I encourage you to consider becoming a YHA Board member.

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



About YHA

YHA's 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."

YHA has been creating opportunities for everyone to grow, explore, learn and relax for 89 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 unique low-cost accommodation (though we are that too).

In 2017/2018 we clarified our charitable purpose - we transform young lives forever through travel and real adventure - and from this honed our charitable focus onto improving the physical and mental health, wellbeing and life skills of all those who stay with YHA, but particularly young people and families who would otherwise not get these opportunities.

We 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), The Duke of Edinburgh's Award, independent backpacking or with family or friends. Through YHA membership, young people 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 stable revenue for the fifth 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. This gives us confidence that we can make a real impact on young people, especially those with challenging lives.

To understand more about YHA, and see our charitable object brought to life, discover the Adventure Effect: www.youtube.com/watch?v=Tqw5YfGD-4g

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 7.

Some of the debates we have had over the last 12 months have been around funding our plans – in particular for our biggest ever, 700+ bed hostel YHA London Stratford; governance reform; our charitable focus; strategic and operational risks; and membership /engagement for the 21st century.

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

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

Cathryn Hayhurst

As a Chartered Accountant with 18 years' experience I have worked in commercial practice, banking and charity sectors. My current role is with the Co-op, the UK's largest mutual where I link Operations and Finance teams. Becoming a Trustee of YHA in 2017 allowed me to link my personal passions of the outdoors and travel with my professional expertise. YHA provides access to amazing experiences whether cities or countryside for all. I truly believe that the opportunities provided to me by YHA when I was younger gave me the confidence to become who I am today. As a Trustee, YHA continues to inspire and challenge me. This is my second year as a Trustee and although the recruitment process was rigorous, I am glad I stepped up to the challenge. The Trustee team is diverse, and it is fascinating to understand our unique approaches and views of challenges and opportunities. My favourite aspect of the role is meeting the passionate hostel teams who make up YHA."

Simon Reeve

In my business life, I have significant international experience in developing teams and organisations, especially in engineering-related industries. In my current role, I direct Technology & Innovation at Lloyd's Register, an organisation that works to improve the safety of people and equipment in critical-infrastructure industries such as marine, oil & gas and power. A current focus is the introduction of digital technologies to these industries but we are also diversifying into new areas such as the safety of food supply chains. Through its charitable arm, the Lloyd's Register Foundation, our organisation supports research, education, skills development and public engagement across all sectors and sections of society for a safer world.

In my spare time, I am a keen outdoor enthusiast engaging in cycling, hill-walking, canoeing, sailing, surfing and skiing, frequently staying in Youth hostels as part of these activities. I am a member of Rugby Canoe Club and have actively supported coaching of people of all ages learning the sport. In youth & community work I have been a leader or participator in a wide range of organisations including leading team fund-raising events. I joined the YHA trustee board in summer 2018 and am really enjoying learning about and supporting the YHA's mission to equip young people with new skills and experiences to develop their own place and transform their opportunities within our diverse and exciting world.

Barbara Kasumu

I work as a Director at the National Union of Students, a voluntary membership organisation. Through our member students' unions, we represent the interests of more than seven million students. I oversee our work around equality, diversity and inclusion, talent and recruitment and membership development.

I joined the Board of YHA in 2016 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. As YHA begins to sharpen its focus on children and young people, I chair the Youth Engagement Committee. Our role is to ensure we continue to recognise young people as a vital and largely untapped resource that can add value and legitimacy to our work as a youth charity.

Being part of YHA 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 how 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.

Responsibilities

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

All 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 (see page 10).

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 (Chair, Vice Chair, Treasurer)
- b. Up to 12 members elected by YHA members
- 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 June to June, 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 and it is expected that new trustees will be available to attend these meetings on:

5th October 2019, 7th December 2019, 22nd February 2020, 16th May 2020 and 10th October 2020.

Board members are also required to attend two induction days on 19th and 20th September 2019 and be available for occasional teleconference meetings.

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.

If you are a member of the Performance and 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.

Application Process

Applications are invited from members and non-members with relevant skills and expertise (see next page). To be elected you must become a member of YHA before the AGM on 29th June 2019.

To ensure a fair recruitment process we request that only the following documents are submitted:

- **A completed Candidate statement** (template provided)
- **An equal opportunities statement** (template provided)
- **Your CV:**
 - Maximum 2 pages
 - Highlighting: a short summary of skills and experience likely to be of value to YHA, Education and Qualifications, Employment History and general interest and activities.

Submitting your application:

Applications must be received by 9am on 1st April 2019 in order to be considered for shortlisting.

Email submission to: trusteerecruitment@yha.org.uk

Post submission to: Recruitment Department (Trustee Application)
YHA, Trevelyan House, Dimple Road, Matlock, Derbyshire DE4 3YH

Applications will be assessed by YHA's Nominations Panel (NP), which oversees the candidate selection process on behalf of our members. Normally, the NP will recommend to the Board at least two candidates for each available place on the Board.

Candidates then selected for interview will be requested to complete a short behavioural assessment in advance of interview.

Interviews will take place at YHA London St Pancras on 26th/27th April 2019.

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. Candidates invited to the interview/filming day will be asked to pre-prepare based on two questions: Why you want to become a trustee for YHA and What you would be able to bring to the role. Assistance will be given to ensuring that candidates' videos are well presented.

Following the interviews, the NP will confirm the successful Trustee candidates to be put forward for election by 3rd May 2019. Online voting for Trustees will open to all YHA members on 17th May 2019, utilising the candidates' films. Online voting will close on 15th June 2019, and all candidates will be informed of the results as soon as possible after this.

The newly elected Trustees will be expected to attend the AGM on 29th June, when the results will be announced publicly. The new Trustees will be invited to stay at YHA London St Pancras on Friday 28th June in order to meet other Trustees and the Executive team prior to the AGM.

Skills and Experience Sought by The Board for 2019

Applications are welcomed from those who can display:

- Experience of working at senior or Board level, providing strategic leadership during times of change. The ability to analyse information and prepare well for Board meetings is crucial to making an impact.
- Vision, enthusiasm, and excellent communication and interpersonal skills - the ability to influence Board decisions, and challenge and support the Executive team.
- A commitment to YHA, fully supporting our charitable object and focus on young people. Trustees are ambassadors for YHA and champion its visitors, guests, members and volunteers.

To maintain the balance of skills and experience on the Board in 2019/20 we are particularly interested to hear from applicants with experience as follows:

Priority:

- evaluation and ongoing management of major construction projects;
- education policy and school's curriculum
- hospitality or travel sector experience

Desirable:

- digital/web
- member/volunteer management
- human resources/organisation development



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.



Innovation:

- 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.



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.



Passion:

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



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.



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.

Appendix 1

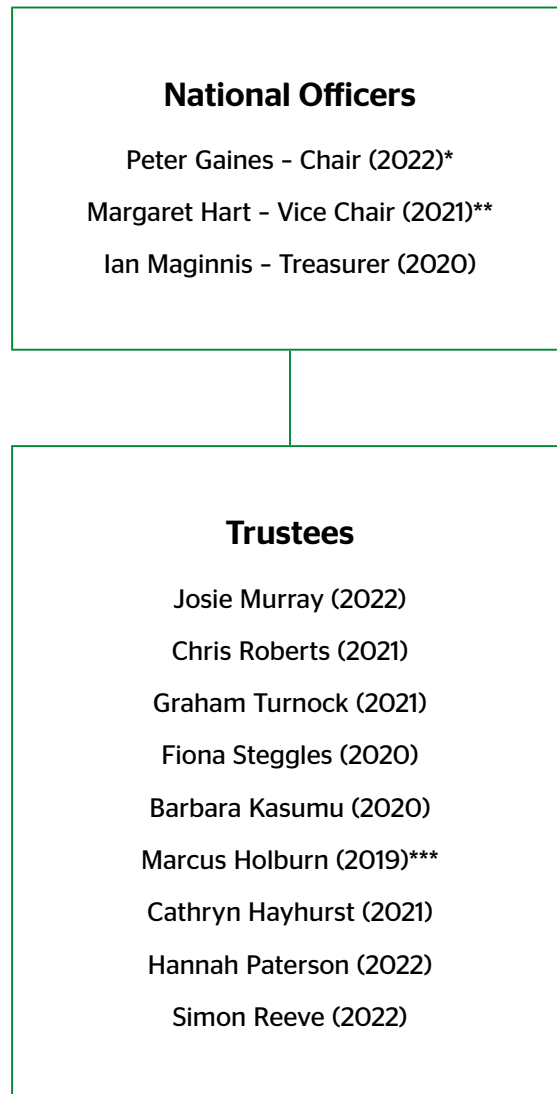
Role and Duties of a Trustee

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 at 2019 AGM

** Chair from 2019 AGM

*** Standing for re-election

You can find out much more about YHA at yha.org.uk and on YouTube at: youtube.com/user/yhatv

Find out how the brilliant people who work for YHA spend their days:
youtu.be/bayp-7HShSg

See the difference our camp managers and deputies are making:
youtu.be/dAwI5qQBg3s youtu.be/SBVaKNyCLr8

Or follow us on social media:



WeAreYHA



YHAOfficial



YHAOfficial



yha-england-
and-wales



YHAOfficial



YHATV

We are YHA.

We transform young lives forever through travel and real adventure.

Because where you go changes who you become

stay | join | give | volunteer yha.org.uk

Company No. 282555

Reg. Charity No. 3016122

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