



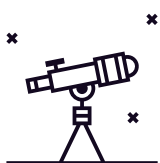
Welcome to YHA

Trustee recruitment pack 2026

Help shape access to adventure for the next generation.

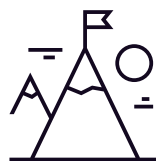
We are YHA.

Because where you go changes who you become.



Our vision

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



Our mission

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

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.



You can find out more about YHA, our history, strategy and impact at yha.org.uk/about-yha.
To read our annual report, please visit yha.org.uk/about-yha/impact

Hello

Thank you for your interest in the role of Trustee of this amazing charity.

I'm Margaret Hart and I've been Chair of YHA's Board since 2019. Throughout my career, I've had the privilege of working with many remarkable organisations, but none with quite the blend of mission, reach and heart that YHA brings. I hope the information in this pack will inspire you to apply.

This is a defining moment for YHA. The organisation is operating in a more demanding environment than at any point in its history and transformation is required to secure long-term financial sustainability.

Last year, we refreshed our strategy to sharpen our focus on delivering purposeful impact while strengthening YHA's resilience. That clarity has been essential because the world around us continues to change rapidly and rarely in ways that make life easier for the young people and communities we exist to serve.

Beyond the lasting impact of the pandemic on the charity sector, in recent years, cost pressures have grown, and budgets have been stretched at school and home. Safe, welcoming places for young people are diminishing. The need for what YHA offers has only increased. Our hostels remain vital third spaces and evidence shows our experiences improve guests' confidence, connection and belonging. This is especially important for disadvantaged young people and underserved communities.

From our No Child Left Behind residentials, which provide vital opportunities to children at risk of missing out on outdoor learning, to our pioneering Outdoor Citizens programme, which helps grassroots organisations address systemic inequalities and improve access to nature, we are proud to be making a real difference. Our Festival of Walking events are also helping beginners build confidence and

enjoy the stunning landscapes that surround our hostels. And through the government-funded Generation Green initiative, we connected more than 140,000 disadvantaged young people with the natural world – working with coalition partners to encourage the environmentalists of the future.

In recent years we've had to take some of the most far-reaching decisions in our 96-year history to protect our mission through turbulent times and secure YHA's footing as we approach our centenary.

While we have made considerable progress in the face of enormous challenges, it is now clear that further change is essential to build the YHA of the future – financially sustainable, digitally agile, commercially competitive, and increasingly impactful.

If you are motivated by social purpose, energised by challenge, and have the skills, experience and commitment to guide an organisation with a proud history into its next phase and position YHA to thrive for the decade ahead and beyond, we would be delighted to hear from you.

I hope you'll consider putting forward your unique skills and perspective to our Board and I wish you the best of luck with your application.



Margaret Hart, Chair

Who we're looking for

We're looking for people who have the skills and experience to guide the strategic direction of the organisation and support sound decision-making.

You need to have the ability to operate at Board level but don't need previous Board experience to become a YHA Trustee.

Essential qualities for every Trustee

These are the broad skills required to fulfil the responsibilities of a Trustee in a leading national youth charity, especially during a period of transformation:

- excellent communication and listening skills
- fair and reasoned decision-making
- good self-awareness and recognition of personal strengths and limitations
- the ability to challenge constructively and demonstrate resilience
- commitment to YHA's mission and understanding of our strategic direction
- time to commit to the role (including preparation and attendance at meetings)
- ability to understand and use financial and operational data

Diversifying our Board

We want our Board to reflect the diversity of the young people and communities we serve. Different perspectives, insights and life experiences matter greatly.

We welcome applications from people of all backgrounds. We particularly encourage applications from people under 30 years of age and people from the global majority.

Valuable additional strategic experience

We're also looking to strengthen the Board with:

- strategic leadership in hospitality, commercial accommodation or food and beverage
- expertise in data strategy, cyber security, or business transformation
- proven senior leadership in a school or trust, bringing strong safeguarding leadership experience and well-established professional networks within education to support partnerships and strategic insight.



You do not need to possess all of these skills to apply, but you must meet the essential qualities for every Trustee.

Candidates must be over 16 years of age.

YHA is committed to upholding and promoting equality and fair treatment for all. Read our safer recruitment policy at jobs.yha.org.uk/safer-recruitment-policy.



What we'll ask of you

Becoming a Trustee comes with some important legal responsibilities. As a member of the Board, you'll help shape decisions that guide YHA's future, and those decisions are made collectively. All Trustees share responsibility for the actions and outcomes of the Board as a whole.

Like all worthwhile endeavours, being a Trustee requires time and commitment. We want to be upfront about what's involved, while also reassuring you that support is available and we've built in convenience and flexibility where possible.

This is a hybrid role with both online and in-person commitments:

- **Three in-person Board meetings** per year – each held over a weekend at a YHA hostel in England or Wales. 2027 Board weekends: 12-13 February; 14-16 May; 15-17 October.
- **Two Saturday online meetings per year** – one is the AGM (14 November 2026 10am until noon), the other is a Board meeting (17 July 2027 8.30am to 13.00pm).
- **Occasional extra Board meetings**, held online if needed.
- **Membership of a sub-committee**, which typically meet online for two hours four times a year.
- **Time to read papers** and prepare for meetings.
- **Occasional opportunities** to represent YHA externally.



All expenses are reimbursed in line with our expenses policy.
New Trustees receive a full induction, training and mentoring.

Eligibility and checks

To be elected, you will need to be an Association Member of YHA on the AGM on Saturday 14 November 2026. We can advise you on how to do this. You don't have to be a member to apply.

To make sure we meet our legal obligations as a charity and company, we ask for some standard checks before appointment.

If you're shortlisted, we'll share our Conflicts of Interest Policy. If successful at interview, we'll ask you to complete a short declaration.

If you're appointed, we'll ask you to complete an enhanced DBS (Disclosure and Barring Service) check, which we'll guide you through if you're appointed.

Please note

The Charities Act disqualifies people from being Trustees if they:

- have unspent convictions for offences as set out in the Charities (Protection and Social Investment) Act 2016
- 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.





YHA's governance structure

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, selected by YHA members
- c. up to two co-opted members

Board members are elected for a four-year term of office. After their first term, Trustees are eligible to apply for re-election for one more four-year term. We look forward to meeting our new Trustees and helping them settle in. To welcome them to the Board, we'll pair them with a current Trustee buddy and there will be a full induction.

Read about our existing Trustees at yha.org.uk/about-yha/board-trustees

Watch our video explaining this rewarding role (visit the web address above or scan the QR code)



Read more about YHA governance at yha.org.uk/about-yha/governance

How to apply

Key dates

Deadline: 9am on Monday 20 July 2026

Interviews: 24, 25, 26 and 27 August and 3 September 2026 (virtual)

AGM: Saturday 14 November 2026

Submitting your application

All applications must be submitted via the YHA jobs website, in line with our safer recruitment practices. You will find a link to the vacancy on our jobs website at jobs.yha.org.uk, and the link is also available in the email sent with this pack.

Completed applications must be sent by **9am on Monday 20 July 2026** to be considered for shortlisting. Incomplete or late applications will be rejected.

We will contact shortlisted candidates by 7 August 2026. We will contact those not shortlisted to let them know they have been unsuccessful.

We're sorry, but we're unable to provide individual feedback to unsuccessful candidates at this stage.

Applications will be assessed by YHA's Board Recruitment Committee, which oversees the candidate selection process on behalf of our members. Trustees are elected by Association Members through an online voting process.

Interview dates

Interviews will take place virtually on 24, 25, 26 and 27 August and 3 September 2026.

Following the interviews, the Board Recruitment Committee will confirm the successful Trustee candidates to be put forward for election by 11 September 2026. Online voting for Trustees will open to YHA members on 26 September 2026 and close on 30 October 2026. We will share the results with shortlisted candidates as soon as possible after this.

Newly elected Trustees will be expected to attend the AGM which will be held virtually on Saturday 14 November 2026 between 10am and noon.

Thank you.



If you need any assistance in submitting your application or have any questions relating to the Trustee Recruitment process, please email trusteerecruitment@yha.org.uk



We are YHA.

Because where you go changes who you become

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